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ROLE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON JOB SATISFACTION

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ABSTRACT

Effective leadership always plays an important role in the growth and better performance of the organization. Transactional leadership is found importantly related to job success while transformational leadership and job success are found highly related with carrier satisfaction.

KEYWORDS

transactional leadership, transformational leadership, job success and carrier satisfaction.

INTRODUCTION

Organizations all over the world are mostly concerned with understanding, searching and developing leadership. Type of organization, leadership plays a vital role in establishing high performing teams. In the modern Era, leaders are facing greater challengers than ever before due to increased environmental complexity and the changing nature of the organization. If we look behind the history it becomes evident that leaders should have the ability to draw out changes in relation with environmental demands. Today not only demands having a competitive edge and sustained profitability but also the mainstreamed of ethical standards, establishing a safe and equitable work environment. Leadership is one of the critical elements in enhancing organizational performance. Being responsible for the development and execution of strategic organizational decisions, leaders have to acquire develop and display organizational resources optimally in order to bring out of the best products and services in the best interest of stakeholders. Therefore, effective leadership is the main cause of competitive advantage after any kind of organization.

Leader are conferred the opportunity to lead, not because they are appointed by senior managers they lead because they are perceived and accepted by followers as leaders. In fact, a leader has to provide the followers what is needed to keep them productive and proceed towards the shared vision. But if the leaders _ to provide what was promised before it _the sense of distrust and de-motivation.

THEORETICAL BACKGROUND

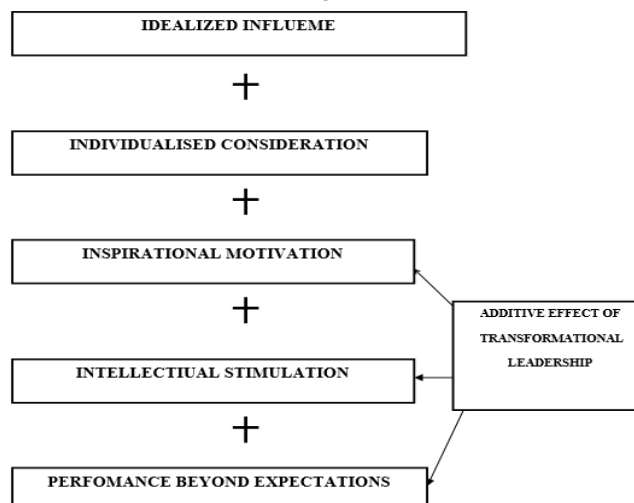
The concept of leadership starts with the unique focus on the theory of "Great-Man". The proponent of the great man theory assumes that leaders are born and have innate qualities, therefore leaders cannot be made. The word "Man" strongly by used to give importance to the role on makes only initially, leaders were thought to be those having & sources stories which were largely associated with military man. Even management scholars and organizational psychologists are still in fours of great man idea. After that research on leadership further sheds light on the common traits that distinguish leaders from followers.

TRANSFORMATIONAL LEADERSHIP

To use this approach in the workforce one must first understand exactly what transformation leadership is into the simplest terms transformational leadership is a processes that changes and transforms individuals. In other words, transformational leadership is the ability to get people to want to change to improve and to be led.

It involves assessing associated motives satisfying their needs and valuing them. Therefore, a transformational leader could make the company more successful by valuing its associates. There are four factors to transformational leadership (also known as the fours is") idealized influence inspirational motivation intellectual stimulation and individual consideration. Each factor will be discussed to help mangers use this approach in the workplace, Effective transformational leadership results in performances that exceed organization expectations, bellowing the figure it illustrates the "Additive" Effort of transformational leadership because mangers must full together the components to reach "performance beyond expectations".

FIG. 1



Each of the four components describes characteristics that are valuable to the "Transformation" process when managers are strong role models, encourage innovators and coaches, they are utilizing the four to help "transform" their associate into a better, more productive and successful individual. Transformational leadership can be applied in one-on-one or group situations. Using this approach, the managers and the associated are "transformers" to enhance job performance and help the organization be more productive and successful.

STRENGTHS AND WEAKNESS OF TRANSFORMATIONAL LEADERSHIP

- Strengths are widely researched, effectively influence associates on all levels (from one-on-one to the whole organization), and strongly emphasize associate needs and values.
- Weaknesses have many components that seem too broad, treat leadership more as a personality trait than as a learned behavior, and have the potential for abusing power.

APPLYING TRANSFORMATIONAL LEADERSHIP

1. Transformational leadership covers a wide range of aspects with leadership; therefore, there are no specific steps for a manager to follow. Becoming an effective transforming leader is a process. This means that conscious effort must be made to adopt a transformational style. Understanding the basics of transformational leadership and the four, it can help a manager apply this approach. A transformational leader has the following qualities.
2. Empower followers to do what is best for the organization.
3. Is a strong role model with high values.
4. Create a vision using people in the organization.
5. Listens to all viewpoints to develop a spirit of cooperation.
6. Help the organization by helping others contribute to the organization.

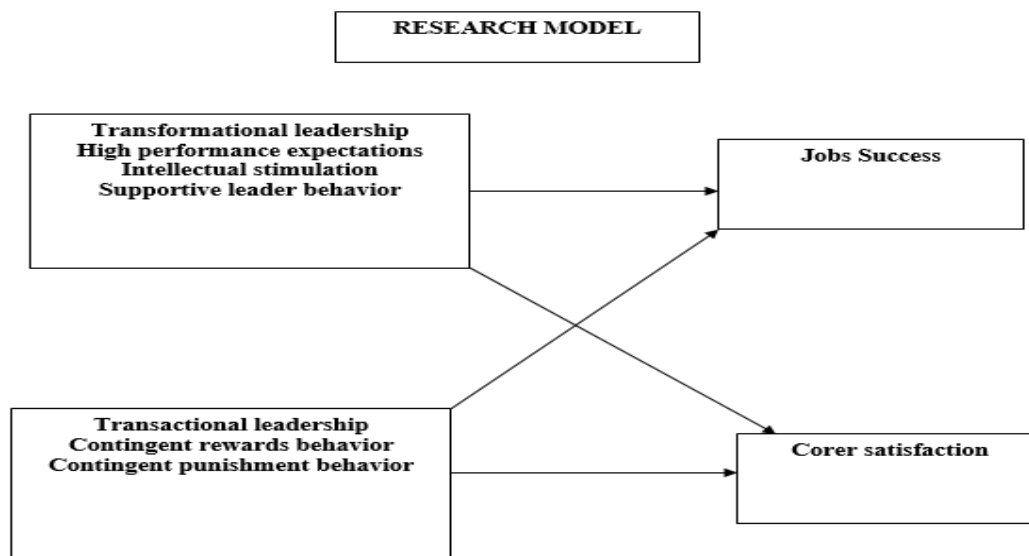
TRANSACTIONAL LEADERSHIP

Transactional leadership is based on leader-follower exchange where the follower acts according to the instructions of the leader and the leader rewards the followers. The main thing of exchange is compensation, which may be positive or negative. Positive like praise or recognition if followers obey the instructions of the leader and negative like disciplinary action if followers do not obey the leader's instructions. Transactional leadership maintains stability in the organization by recognizing follower's needs and desires and then clarifying how those needs and desires will be satisfied in exchange for meeting specified objectives or performing certain duties. This satisfaction of needs improves employees' productivity and morale. Therefore, both transactional and transformational leadership showed different relationships with satisfaction in different scenarios. In employees' productivity and organization that have satisfied workforces surpass other organizations.

LEADERSHIP AND EMPLOYEE JOB SATISFACTION

There are many factors that may enhance job satisfaction of employees, for example, working conditions, work itself, supervision, policy administration, advancement, compensation, interpersonal relationship, recognition, and empowerment. Transactional leadership has a major relationship to enhance employee job satisfaction. The quality of leader-employee relationship has a vital relationship with employee job satisfaction and employee feedback. Satisfied and comfortable with leaders who are supportive. Employees feel stress when they have to work with a leader who is unsupportive and whose behavior is negative. Negative leader-employee relationship has various adverse impacts on the employee relationship, has various adverse impacts on employees as it reduces productivity, increases absenteeism, and also the turnover rate in the organization is quite high.

FIG. 2



The success stories of transformational leaders are modified. At contrast to transactional leaders normally, transformational leadership was given extensive support in most of the organizational setting, moreover, transformational leadership had important effects on activities at both the individual and organizational level. Therefore, management at upper level exercising the transformational leadership may yield a competitive advantage to the organization. Research has been conducted on leadership styles and their impact on different constructs; however, important contribution with Haryana environment is yet to be imparted. Therefore, this study was an attempt to determine the impact of transformational and transactional leadership style on job success and also on career satisfaction.

METHODOLOGY

PARTICIPANTS

An attempt was made to collect responses from the private sector only, therefore some private companies were approached for data collection.

PROCEDURE

It was also decided to collect minimum 50 questionnaires from each organization for equal representation; therefore, a total of 100 questionnaires were floated in each organization using non-probability convenience sampling method.

MEASURES

Transformational leadership and transactional leadership (TL)

Transformational leadership style was assessed with 13 items of transformational leadership behavior Inventory (TLI). This scale originally measures six dimensions of transformational leadership however three core transformational leader behavior dimensions i.e. articulating a vision, having high performance expectation and providing intellectual stimulation, were investigated based on five-point liker scale ranging from 1 (strongly disagree) to 5 (strongly agree).

CAREER SATISFACTION

Career Satisfaction was measured through five items which is developed by Greenhouse. Here participants indicated the extent to which they were at present satisfied with the income, advancement, goals, adoption of new skills and success achieved during span of their career on a five point liker scale ranging from 1 to 5.

JOB SUCCESS

The job success was measured through various perceived facts of their job like their emotional attachment with the job, satisfaction with performance, achievement comparing colleagues, earning and supervisor's satisfaction.

TABLE 1: CROBACH'S ALPHA COEFFICIENTS

Variable	Cronbach's Alpha	No. of Items
Career satisfaction	.814	5
Job success	.846	5
Transformational leadership	.910	14
Transactional leadership	.747	6

DATA ANALYSIS**THE RESPONDENTS**

Survey respondents include 62% males and 38% females. Majority of respondents were between 21 years to 30 years of age showing 52% of the whole sample while between the age ranges 31 to 40 were 36% moreover 49% of respondents had master level of education where as 37% M. Phil. level of education.

TABLE 2: DEMOGRAPHIC ANALYSIS

Age	20 or below	3%	Job	Managerial	45%
	21-25	25%		Non-managerial	55%
	26-30	27%		Below 10000	2%
	31-35	18%	Income level	11000-20000	20%
	36-40	18%		21000-30000	40%
	41 or above	10%		31000-40000	15%
	Male	62%		41000-50000	10%
Gender	Female	38%		Above 50000	13%
	Bachelors	7%	Years of job	Less than year	3%
	Masters	49%	In organization	1-5 year	55%
Qualification	M-Phil	37%		6-10 year	24%
	Ph.D	7%		10 to above	18%

DESCRIPTIVE ANALYSIS

Descriptive analysis shows positive results of all variables i.e. transformational leadership transaction leadership job success and career satisfaction. The highest calculated mean value 3.76 of transactional leadership shows the employees feel that their supervisors always give them positive feedback when they perform well even points them out when their performance is not up to the mark.

TABLE 3: DESCRIPTIVE ANALYSIS

MEAN				
Jobs success	Static's	Std error	Std deviation	Variance
	3.7111	.05442	.84126	.709
Career satisfaction	3.5543	.06545	1.02468	1.62
Transformational	3.5777	.05952	.91604	.849
Transactional leadership	3.7666	.04213	.65141	.482

CONCLUSIONS AND PRACTICAL IMPLICATIONS

Data collected through questionnaires shows that employee working in the private sector previous supervisor or more include towards exercising transactional leadership style as compared to transformational leadership style. They share an exchange relationship. With their employee's reward and punishments are the tools that are being used to positively and negatively influence the person. Since the transactional leadership is based on contingent reward and punishment behavior therefore supervisor positively reward the individual with praise or recognition when they perform at or above expectations. Similarly, negative rewarding approach is also used in the form of correction coercion criticism and/ or other forms of punishment when performs is below standard.

Therefore, the manager needs to take care of some factors like, the vision and mission of the organization should be clear to each employee which is further transformed into organizational and departmental objective. Also positive reward like praise recognition and benefits need to be provided in a personalized way to sustain performance. In the end, supervisor needs to employee is working in.

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