

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJR
CM



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Infibnet of University Grants Commission (U.G.C)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5000 Cities in 187 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	DEVELOPMENT OF WOMEN ENTREPRENEURS IN KARNATAKA: SCHEMES AND MEASURES <i>SUNANDA.V.M. & DR. HIREMANI NAIK R.</i>	1
2.	EMPIRICAL ANALYSIS AND FINANCIAL IMPLICATIONS OF THE IMPACT OF OUTAGES ON THE REVENUE LOSS: A CASE OF RELIANCE COMMUNICATIONS <i>MANMEET KAUR CHATHA, SANCHARI DEBGUPTA & BRIG. RAJIV DIVEKAR</i>	4
3.	IMPACT OF DERIVATIVE TRADING ON STOCK MARKET VOLATILITY IN INDIA: A STUDY OF BSE-30 INDEX <i>R KANNAN & DR. T. SIVASHANMUGUAM.</i>	15
4.	THE DYNAMIC OF TRADING VOLUME AND ITS IMPACT ON SECTORAL RETURN AND VOLATILITY: EMPIRICAL ANALYSIS OF THE IDX SECTORAL INDEX <i>WENNY ARIYANTI, DR. NOER AZAM ACHSANI & DR. DWI RACHMINA</i>	18
5.	DIVIDEND SIGNALLING & IMPACT ON SHARE PRICES: AN EVENT STUDY OF INDIAN INFORMATION TECHNOLOGY SECTOR <i>ANJALI RANE & DR. GUNTUR ANJANA RAJU</i>	24
6.	EMPLOYEE RETENTION: A WAY TO SUSTAINABLE ORGANIZATIONAL GROWTH <i>DR. SUNIL D. ZAGADE & ALEKHA CHANDRA PANDA</i>	28
7.	MANAGEMENT OF WORKING CAPITAL IN SMALL AND MEDIUM ENTERPRISES IN SPSR NELLORE DISTRICT, AP <i>K. BHAGYALAKSHMI & DR. P. MOHAN REDDY</i>	30
8.	CONSUMERS INVOLVEMENT IN BUYING GREEN PRODUCTS: A STUDY IN COIMBATORE CITY <i>K. VIDHYAKALA & DR. P. SANTHI</i>	33
9.	STUDY OF INDICATORS AND OSCILLATORS FOR STOCK LISTED ON NSE <i>CHITRA K. DESHPANDE & DR. ZARTAJ KASMI</i>	37
10.	ROLE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON JOB SATISFACTION <i>KAMALPREET KAUR & DR. MAJOR SINGH</i>	44
11.	LABOUR WELFARE MEASURES IN HOTEL INDUSTRIES REFERENCE TO KANYAKUMARI <i>DR. E. MUTHUKUMAR, S. VIDHYA & G. ANEES FATHIMA</i>	47
12.	HUMAN RESOURCE ACCOUNTING & AUDITING <i>HARISH H N, JAGADEESH B P & GIRISHA H.J</i>	50
13.	RISK MANAGEMENT PRACTICES OF MICRO FINANCE INSTITUTIONS: A BRIEF EMPIRICAL LITERATURE REVIEW <i>PAGADALA SUGANDA DEVI</i>	54
14.	ONLINE RECRUITMENT & HUMAN RESOURCE MANAGEMENT: AS CHALLENGE IN THE WORLD <i>MEGHA P. NANHE</i>	59
15.	INTERNATIONAL ENTREPRENEURSHIP: A STUDY WITH REFERENCE TO MICRO, SMALL AND MEDIUM ENTERPRISES IN KERALA <i>DITTY JOHNSON, DR. AMBILY A.S. & DR. SURESH P.R.</i>	61
16.	A STUDY ON: ANALYSIS OF EXPENSES IN RELATION TO BANGALORE CITY <i>PRAMOD A V</i>	64
17.	IMPLICATION OF MGNREGA IN INDIA: AN OVERVIEW <i>KHEM RAJ</i>	66
18.	RELATIONSHIP BETWEEN QUALITY ASSURANCE AND CUSTOMER SATISFACTION IN HOTEL INDUSTRY: A CASE STUDY OF JORDAN HOTEL <i>MAJED MASSAD ALRAWASHDEH</i>	70
19.	IMPACT OF PERFORMANCE OF TANGIBLE AND INTANGIBLE ASSETS ON THE PROBABILITY OF SELECTED COMPANIES <i>MUGDHA S</i>	74
20.	ENTREPRENEURSHIP IN UNITED ARAB EMIRATES: A REVIEW ON INSTITUTIONAL PERSPECTIVE <i>SALEEM MUSHTAQ</i>	81
	REQUEST FOR FEEDBACK & DISCLAIMER	86

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (**[FOR ONLINE SUBMISSION, CLICK HERE](#)**).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post*

Institution/College/University with full address & Pin Code

Residential address with Pin Code

Mobile Number (s) with country ISD code

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)

Landline Number (s) with country ISD code

E-mail Address

Alternate E-mail Address

Nationality

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document. However, you can mention short notes to elucidate some specific point,** which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

ROLE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON JOB SATISFACTION

KAMALPREET KAUR
RESEARCH SCHOLAR
SINGHANIA UNIVERSITY
PACHERI BARI

DR. MAJOR SINGH
ASSOCIATE PROFESSOR
DAV COLLEGE
PEHOWA

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

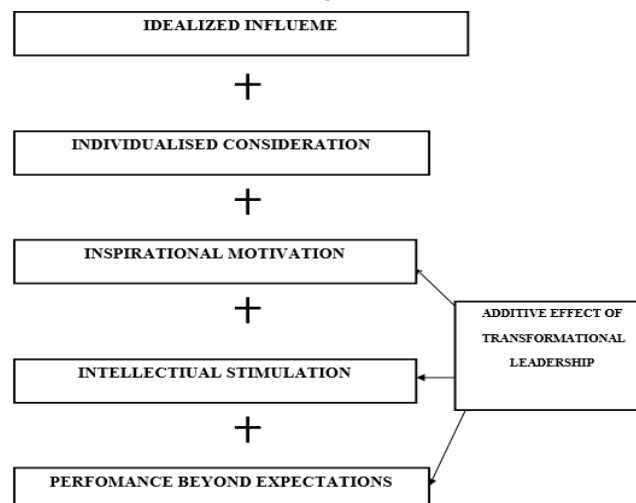
The concept of leadership starts with the unique focus on the theory of "Great-Man". The proponent of the great man theory assumes that leaders are born and have innate qualities, therefore leaders cannot be made. The word "Man" strongly by used to give importance to the role on makes only initially, 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.

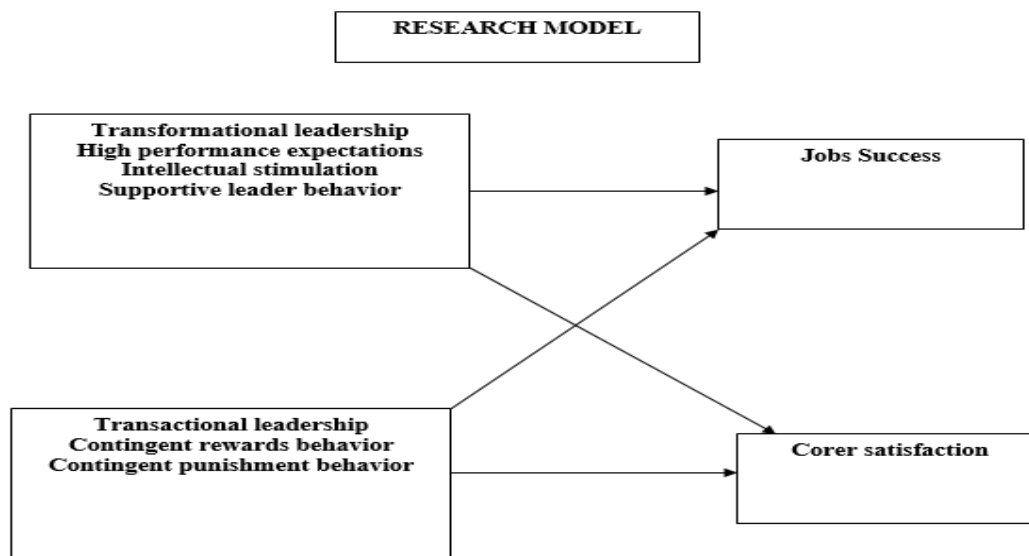
TRANSACTIONAL LEADERSHIP

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 is 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 observable 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's	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 moiety of respondents were between 21 years to 30 year of age showing 52% 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 show the employees feel that then 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.

REFERENCES

1. A Kehusrt, G. Comeche J.M.S Galindo, M. 2009 Job Satisfaction and Commitment in Entrepreneurial SME, Small Business Economics. Vol. 32, PP277-289
2. Brown D. And Keeping L 2006 Elaborating The Construct of Transformational Leadership.
3. Cook J.D Wall, J.D. Mepworth, S.J. A War, P.B.1989. The Experience of Work
4. Griffin R, 1999, Management (5th Edition) Houghton Mifflin Company
5. Hesselberg Farnes and Paul M. Choen, (1999) Leadership to Leader
6. Hicks H. And Gullettc, 1987 Management (4th Edition) International Student Edition Mc, Graw-Hill Inc.
7. Kaleberly A.L.1977. Work Value and Job Rewards: A Theory of Job Satisfaction
8. North House Peter G. (2001). Leadership Theory and Practice Second Edition.
9. Robbins S.2008, Organizational Behavior (8th Edition) National Book Foundation
10. San Francisco, Ca; Jorrey- Bse Publishers.
11. The Role of Affect the Leadership Quarterly, Vol. 16, Pp245-272
12. Thousand Oaks Ca. Sage Publications. Inc.
13. Walton Sam and John Huey. (1996). Sam Walton: Made in America: My Story Canada: Bantam Book.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

