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A Study on the Influence of Leadership Style on Employee Job Satisfaction

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Abstract

The main objective of this study is to find out the relationship between transformational and transactional leadership style with subordinators job satisfaction in Megafine (P) Ltd. Through questionnaires have a potential to collect provide all information concerning on leadership style and job satisfaction statistical package for social science (SPSS) were used for this study to analyze the row data. Demographic information another part of questionnaires in order to get relevant information about the worker job position, age, gender, work experience etc. Few Employees are not satisfied with their job so they need to concentrate on it and try to improve pay, promotion, etc variables. As per findings communication is getting least percentage so they need to improve it by exchanging ideas, give enough information etc. Most of the Employees are satisfied with their Work so they need to concentrate on it, to make it much better and satisfy more employees. It can be concluded that democratic leadership style is used by most of the leaders of the firm. The survey made and the analysis of the study, it will be helpful for the management in understanding the awareness and satisfaction among the staff and employees regarding influence of leadership style on job satisfaction followed at Megafine Pharma Ltd. Most of the employees are satisfied with their job. Through this study I can conclude that there is no influence of leadership style on job satisfaction. By conducting this study I have acquired and in-depth knowledge regarding influence of leadership style on employee job satisfaction. Through this study I had learned different leadership styles and different variables of Job satisfaction.

Keywords: Leadership Style, Job Satisfaction

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INTRODUCTION

DUROWOJU, STELLA TOYOSI , GAFAR OLANREWAJU YUSUF, OLADIPO KOLAPOSAKIRU, This study investigated the influence of leadership styles with a view to determine if income and job status have significant relationship on job satisfaction of employees in Small and Medium Enterprises of South-West, Nigeria. The study was a survey research which employed ex-post facto design. A total number of 560 male and female respondents took part in the study, with a mean age of 39.9 and S.D (9.1). Structured questionnaire format was used for data collection with (LBDQ) scales that were developed and designed to measure perceived leadership styles on job satisfaction.

Hadi Minavand1, Seyed Ehsan Mokhtari2, Hamideh Zakerian2, Sara Pahlevan, Behavioural theory of leadership, divides leaders into two groups of "task-oriented" and "relationship-oriented" leaders. The current research intends to discover the extent to which employees' level of job satisfaction, quality of performance and rate turnover are affected by the leader's style. An online survey was selected as the method of data collection. 100 employees from different projects participated in the survey. The collected data were analyzed using independent sample t-test. The results of the analysis showed that in all the three research areas there was a significant difference between the employees of task-oriented project managers and those who work with relationship-oriented project managers, while the latter group scored higher.

Mohammad Heydari, In this study, job satisfaction of female teachers in shahed high schools' for girls', in the academic year 94 -93 Tehran's control measures and the relationship between job satisfaction with school leadership style based on leadership styles autocratic leadership style colonial Likert includes leadership autocratic benevolent, consultative and participatory leadership style leadership investigated. In this study, questionnaires were used to collect the information and the reliability of the questionnaire through Cronbach's alpha was calculated and used questionnaires include "leadership style questionnaire with reliability 0/8203", "Minnesota questionnaire validity and high reliability has been used."In this study, subjects using the "Morgan _ Takman" of the 201 teachers working in 11 shahed high schools' for girls', 133 people were witnessed. The results showed that the relationship between leadership styles and job satisfaction of teachers there. The relationship between autocratic leadership style / exploitation Likert's job satisfaction of teachers in the target population there.

Oladipo Kolapo Sakiru1, Jeffrey Lawrence D'Silva, Jamilah Othman, Abu DaudSilong & Adekanye Temitope Busayo, Investigation into the relationship between leadership styles and job satisfaction among employees in small and medium enterprises in Nigeria is the main focus of this research. The research used survey design to gather data from one hundred and fifteen employees from the small and medium enterprises. The study utilized simple random sampling techniques and data was collected using a questionnaire that required respondent to rate their level of job satisfactions as well as their "leaders" leadership styles using a five point scale likert type. The result of correlation analysis revealed that the entire leadership styles items are statistically significant at .05 level of significance; also the result of descriptive statistics indicates transformational leadership styles has the most commonly used leadership styles in the small and medium enterprises in Nigeria. Transformational leaders are needed in small and medium scale enterprises in Nigeria to be able to achieve the mission, objectives and goals for the development of this enterprising the country.

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Samson Girma, The main objective of this study is to find out the relationship between transformational and transactional leadership style with subordinators job satisfaction in federal and Addis Ababa administrative sport organization in Ethiopia. For the process of research study the number of population who was participated in the study is 242 and 185 employees are filled the survey questionnaires and returned back to the researcher for further statistical process. Two different independent questionnaires are used for the collection of data namely Multifactor leadership questionnaires(MLQ)and job satisfaction (JS).This questionnaires have a potential to collect provide all information concerning on leadership style and job satisfaction . Statistical package for social science (SPSS) were used for this study to analyze the row data. Demographic information another part of questionnaires in order to get relevant information about the worker job position, age, gender, work experience etc.

OVERVIEW OF THE STUDY:

LEADERSHIP STYLES

According to Gary K. Hines, "The dynamic and effective leadership shown a company's management is the dominating element in determining the eventual success of a company." There is a difference between leadership and management. Leadership is the activity trying to successfully influence people to strive to attain the goals of the business. The supervisor's position in the organization gives authority, which was enhanced by the respect, and trust that subordinates have in the supervisor. This enables the leader to accomplish the plans, purposes, and goals of the organization by working with people.

Management is the function of running the business. Common functions include plan, organize, staff, direct, control, coordinate, budget, innovate and represent. The manager gets things done through other people by using appropriate leadership.

The ideal leadership style utilizes all leadership styles to the best advantage. This means that the situation probably will determine the style used.

The effective leader should be concerned for both people and production. Attempt to create situations in which people work together to obtain quality results. Try to have people recognize that there is a strong relationship between job satisfaction and work achievement. The effective leader;

1. Is flexible, chooses actions from a range of leader behaviour;
2. Is aware of himself or herself, the group and the situation. All are considered before selecting a leadership style;
3. Lets subordinates know the influence they will have on each issue and how the leader's authority will be used;
4. Uses general supervision; subordinates work out daily details of the job and make many decisions concerning how to do job within prescribed limits;
5. Remembers both the immediate problem and the long term individual or group effectiveness before acting;
6. Makes certain that appropriate and timely decisions are made-by the group, if feasible, or individually if situation requires it;
7. Is easy to find when subordinates have a problem to discuss, shows an interest in their ideas;

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8. Makes good on promises given to subordinates, quickly takes care of complaints and give sincere answers with no run around;
9. Provides adequate instruction on job methods, safety improvements and how to avoid errors, keeping in mind the level of the worker's experience; reasons why are given.
Kurt Lewin and colleagues did leadership decision experiments in 1939 and identified three different styles of leadership, in particular around decision-making.

Research in the area of leadership has been widely studied across all countries and most of the common leadership style includes:

(1) Autocratic,
(2) Bureaucratic,
(3) Laissez-faire,
(4) Charismatic,
(5) Democratic, participative,
(6) Situational,
(7) Transactional, and
(8) Transformational (Mosadeghrad, 2003).

However, Rad and Yarmohammadian (2006) pointed out that different situation needs different leadership style.

Autocratic
In the autocratic style, the leader takes decisions without consulting with others. The decision is made without any form of consultation. In Lewin's experiments, he found that this caused the most level of discontent.
Autocratic style works when there is no need for input on the decision, where the decision would not change because of input, and where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making.

Democratic
In democratic style, the leader involves the people in the decision making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the group.
The people usually appreciate democratic decision-making, especially if they have been used to autocratic decisions with which they disagreed. It can be problematic when there is a wide range of opinions and there is no clear way of reaching an equitable final decision.

Laissez-Faire
The laissez-faire style is to minimize the leader's involvement in decision-making, and hence allowing people to make their own decisions, although they may still be responsible for the outcome.

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Laissez-faire works best when people are capable and motivated in making their own decisions, and where there is no requirement for a central coordination, for example in sharing resources across a range of different people and groups.

In Lewin et al's experiments, he discovered that the most effective style was Democratic. Excessive autocratic styles led to revolution, whilst under a Laiaaez-faire approach, people were not coherent in their work and did not put in the energy that they did when being actively led.

These experiments were actually done with groups of children, but were early in the modern era and were consequently highly influential.

According to Kleiner, "to determine which style is appropriate, it is necessary to determine the 'task maturity' of the group members".

JOB SATISFACTION

Job satisfaction is defined by Locke (1976) as "a pleasurable or positive emotional state resulting from one's job or job experiences" (p.1300). Later, Armstrong (2003) defined job satisfaction as the feelings and attitudes of people toward their job. He mentioned that if people have favourable and positive attitudes towards their job, this means job satisfaction, but if they have unfavourable and negative attitudes towards their job, this means job dissatisfaction.

Spector (1997) stated that the antecedents of job satisfaction can be categorised into two groups. The first group includes the job environment itself and some factors related to the job. The second group includes individual factors related to the person, who will bring these factors to the job including previous experiences and personality. Often both groups of antecedents work together to influence job satisfaction. According to Mullins (1998), the level of job satisfaction is affected by social, personal, cultural, environmental, and organisational factors. Moreover, Armstrong (2003) suggested a classification into extrinsic factors, intrinsic factors, social relationships in work place, individuals' abilities to do their work, and the quality of supervision.

The content theories of motivation can be seen as more related to satisfaction than to motivation. For example, Herzberg's theory is considered as a theory of job satisfaction related to motivation at work (Mullins, 1998). The content theories suggest unsatisfied needs lead to an unstable situation and state of tension. Herzberg's (1959) theory argued that hygiene factors include working conditions, interpersonal relations, supervision, job security, benefits, company policies and management, and salary. When the level of these factors is unacceptable for employees, job dissatisfaction occurs, but an acceptable level does not lead automatically to job satisfaction and but simply prevents dissatisfaction and poor performance. Motivating factors which included recognition, advancement, achievement, autonomy, work itself and responsibility lead to job satisfaction. The theory argues that satisfaction factors and dissatisfaction factors are distinct and separate.

Variables affecting Job Satisfaction:

- Pay
- Promotion
- Supervision
- Fringe benefits
- Contingent rewards
- Operating conditions

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- Relation among co-workers
- Nature of work
- Communication

Work plays a huge part in persons' lives simply for the reason that they devote more of time at the office than doing every other single activity. Based on Furnham (2005), one will find a lot of reasons why people work: work supplies a means of earnings, a resource of action and motivation, a resource of social contacts, an easy method of constructing time, along with a supply of self-fulfilment and self-actualisation. Employees' job satisfaction can also be an essential facet of work. Positive feelings in regards to a job can lead to people going through greater satisfaction with their former lifestyle generally. Additionally, they lead people to become healthier emotionally and substantially. Work might be a supply of pleasure for a person, and for that reason, researchers yet others who're worried about individuals' pleasure, stress that top job satisfaction ought to be practiced (Spector, 2008).

In the past, the idea of job satisfaction continues to be broadly investigated subsequently to the beginning of the twentieth century, when there is movement in the direction of thinking about the mental circumstances of the worker connected with post-war industrial revolution with regards to growing in the output of employees (Allen and Wilburn, 2002; Mullins, 2004). Because the Human relation School was established, the numerous facets of the accompanying concepts of job satisfaction and inspiration happen to be shown through the various job satisfaction and inspirational ideas, for example individuals by Maslow, Herzberg, Vroom and so forth. Workers are the primary organizational means without workers; organizations would not exist or function (Worthington and Britton, 2006). Recently, calculating workers' satisfaction has turned into a matter of accelerating concern among business managements.

When workers are pleased, they enhance the enactment and output of the organization and lead confidently on the way to success. Based on Wright et al. (2003), the advantages that workers receive using their business impact and skill, effort, productivity and creativeness that they're enthusiastic to offer to their manager. Organisations with content workers surpass other organisations (Ostroff, 1992). Consequently, job satisfaction has turned into a main organisational objective for reasonable amounts of excellence and organisational success.

However, low job satisfaction has negative final results, for example withdrawal behaviour, growing costs, lowering profits and, eventually, customer dissatisfaction (Allen, 2002). Based on Sector (1997), workers going through discontent may cultivate troublesome behaviours that adversely effect upon their output and gratification, in addition to affecting individuals around them. Concentrating on worker job satisfaction within the place of work is, therefore, answer to comprehending the aspects of workers' behaviour as well as their effective role.

Job satisfaction is often as crucial for workers because it is for the organization development. Currently, workers expect to obtain more contentment with their work than in the past. Workers may consider job satisfaction as a means to stay their current organization as a determinant order to change to another (Boseman, 2008).

Simultaneously, employees want to be satisfied with their job. Contemporary professionals of human assets management determine an awareness of workers' wants which contest discrete and organizational wants in a way that workers believe that their self-improvement can be done together with the organisation's growth. For this result, organisations cannot attain great decent amounts of consumer

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support eminence if their employees do not feel satisfied (Boseman, 2008). Quite simply, to have an organisation to possess satisfied clients, it has to first have satisfied workers. Many of the relevant where employees have direct connection with clients.

PROBLEM STATEMENT OF THE STUDY

The research on the topic "*A STUDY ON THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION* in Megafine Pharma LTD -Vapi" was chosen in consultation with the guide at the organization. This topic will be helpful in enhancing the researcher's knowledge in the field of Employees Satisfaction. As per the study the researcher has tried to understand the Leadership style and job satisfaction related to it.

OBJECTIVE OF THE STUDY:

1. To study leadership style of Managers, Officers, Supervisors, etc of Megafine Ltd.
2. To study the job satisfaction of the workers and staff members of the company.
3. To study influence of leadership style on job satisfaction of Megafine company.

I. To study influence of leadership style on pay.
II. To study influence of leadership style on promotion.
III. To study influence of leadership style on supervision.
IV. To study influence of leadership style on contingent reward.
V. To study influence of leadership style on operating condition.
VI. To study influence of leadership style on relation among co-workers.
VII. To study influence of leadership style on nature of work.
VIII. To study influence of leadership style on communication.

HYPOTHESIS:

H0	There is no impact of leadership style on job satisfaction.
H0 1	There is no impact of leadership style on pay.
H0 2	There is no impact of leadership style on promotion.
H0 3	There is no impact of leadership style on supervision.
H0 4	There is no impact of leadership style on contingent reward.
H0 5	There is no impact of leadership style on operating conditions.
H0 6	There is no impact of leadership style on relation among co-workers.
H0 7	There is no impact of leadership style on nature of work.
H0 8	There is no impact of leadership style on communication.

RESEARCH DESIGN:

Descriptive research

The descriptive study is the one that aims at describing accurately the characteristics of the group, community or people. A researcher may be concerned with discriminating the proportion of people in a particular population who hold the certain views and attitude. In this study descriptive research designed is used.

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

The research study is descriptive in nature. Descriptive research studies which are concerned with specific predictions with narrations of facts and characteristics concerning individuals groups or situations are examples of descriptive research.

SOURCES OF DATA:

PRIMARY DATA:

Primary data are those which are collected a fresh for the first time and thus happen to be original in character. Primary data can be collected either through experiment or through survey.

SECONDARY DATA:

Secondary data is readily available and is available to the public through publications, journals, and newspaper.

DATA COLLECTION METHOD:

There are two types of data collection method:

PRIMARY DATA:

Information collected through interaction with personal interview and through questionnaire.

SECONDARY DATA:

Data collected from the prospectus of the firm. Data collected from the website of the company.

POPULATION:

Population size 144.

SR NO.	DEPARTMENT	STAFF	ASSOCIATE	OMKAR	TOTAL
1	HUMAN RESOURCE	5	2	0	**7**
2	IT	2	0	0	**2**
3	EHS/ETP	3	1	3	**7**
4	MAINTENANCE	5	15	0	**20**
5	PRODUCTION	13	22	15	**50**
6	Q.A.	9	1	1	**11**
7	Q.C.	15	2	1	**18**
8	R & D	6	4	2	**12**
9	SWEEPER	0	0	1	**1**
10	W/H	5	4	7	**16**
	TOTAL	**63**	**51**	**30**	**144**

SECURITY	**9**
SWEEPER	4
TOTAL	157

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

SAMPLING METHOD:
Convenience Sampling

SAMPLING FRAME:
The size of the sample selected for the study is 100 respondents. From a sample of 80 Staff members and Workers was taken. Among them 50 workers and staff were for job satisfaction and 50 staff for Leadership styles.

DATA COLLECTION INSTRUMENT:
Data was collected using Questionnaires.
Two instruments were used in this research, namely Leadership style and Job Satisfaction. Where Leadership style contains 18 statements related to both autocratic or democratic or laissez-faire leadership styles and Job satisfaction contains 32 statements related to variables of job satisfaction. In both instrument likert scale is used.

LIMITATIONS:
We could focus only on three styles of leadership due to limitation of Time.

LEADERSHIP STYLES:
AUTOCRATIC LEADERSHIP STYLE:

Table 1: AUTOCRATIC LEADERSHIP STYLE:

AUTOCRATIC STYLE	Options				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
1. Employees need to be supervised closely or they are not likely to do their work.	34%	14%	8%	44%	0%
2. It is fair to say that most employees in the general population are lazy.	8%	12%	28%	26%	26%
3. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	14%	62%	14%	8%	2%
4. Most employees feel insecure about their work and need direction.	8%	14%	12%	58%	8%
5. The leader is the chief judge of the achievements of the members of the group.	32%	50%	4%	14%	0%
6. Effective leaders give orders and clarify procedures.	64%	26%	8%	2%	0%

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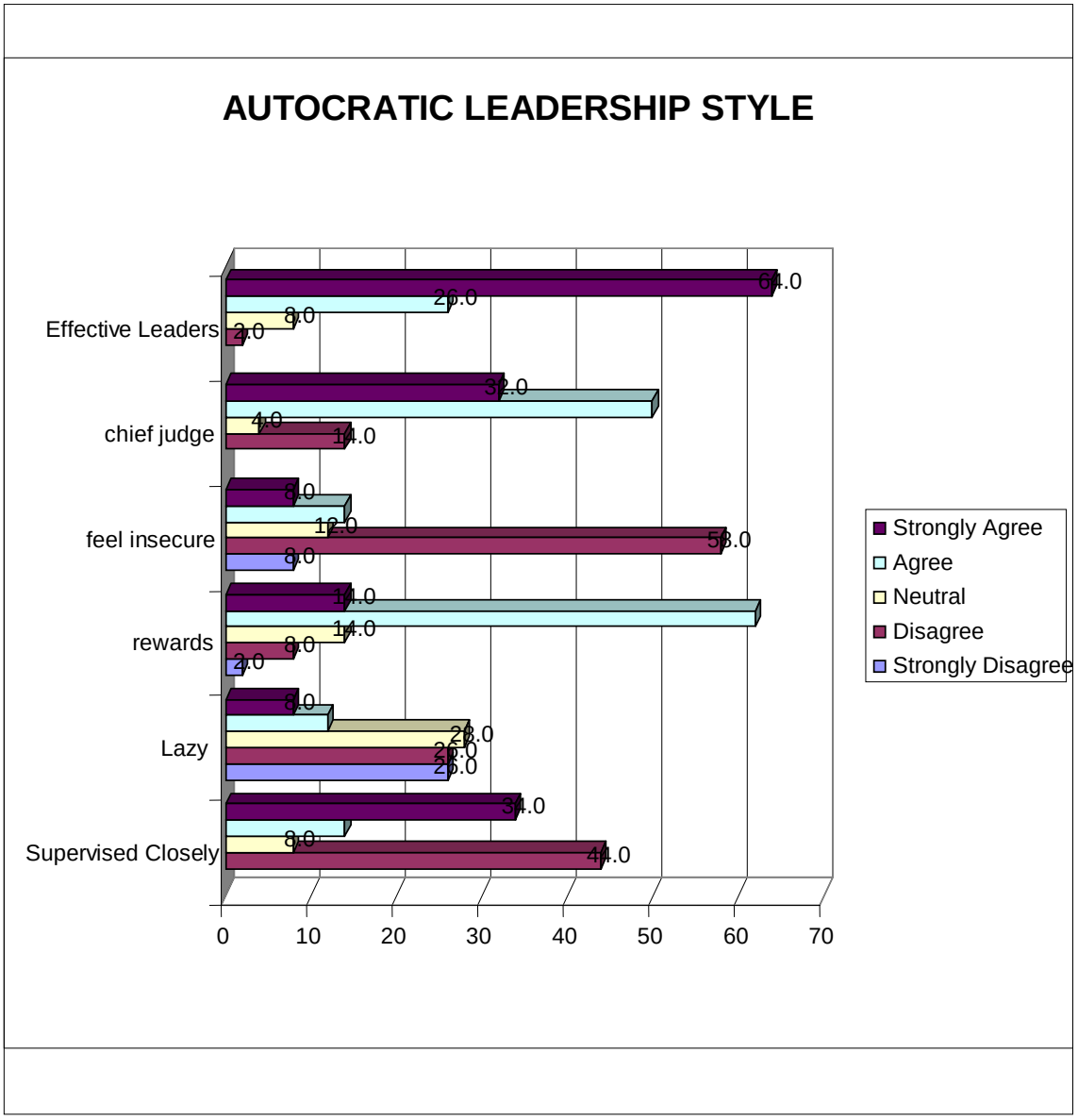


CHART 1: AUTOCRATIC LEADERSHIP STYLE

From the above table and chart we can say that among the total respondents:

- 44% respondents disagreed that Employees need to be supervised closely.
- 26% respondents agree that most employees in the general population are lazy.
- 62% respondents agree that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.

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- 58% respondent disagree that most employees feel insecure about their work and need direction.
- 50% respondent agrees that the leader is the chief judge of the achievements of the members of the group.
- 64% respondents strongly agree that Effective leaders give orders and clarify procedure

DEMOCRATIC LEADERSHIP STYLE:

Table 2: DEMOCRATIC LEADERSHIP STYLE:

DEMOCRATIC LEADERSHIP STYLE:	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
7. Employees want to be a part of the decision-making process.	20%	52%	20%	8%	0%
8. Providing guidance without pressure is the key to being a good leader.	62%	26%	8%	4%	0%
9. Most workers want frequent and supportive communication from their leaders.	40%	24%	32%	4%	0%
10. Leaders need to help subordinates accept responsibility for completing their work.	24%	24%	6%	16%	30%
11. It is the leader's job to help subordinates find their "passion".	42%	50%	8%	0%	0%
12. People are basically competent and if given a task will do a good job.	58%	40%	0%	2%	0%

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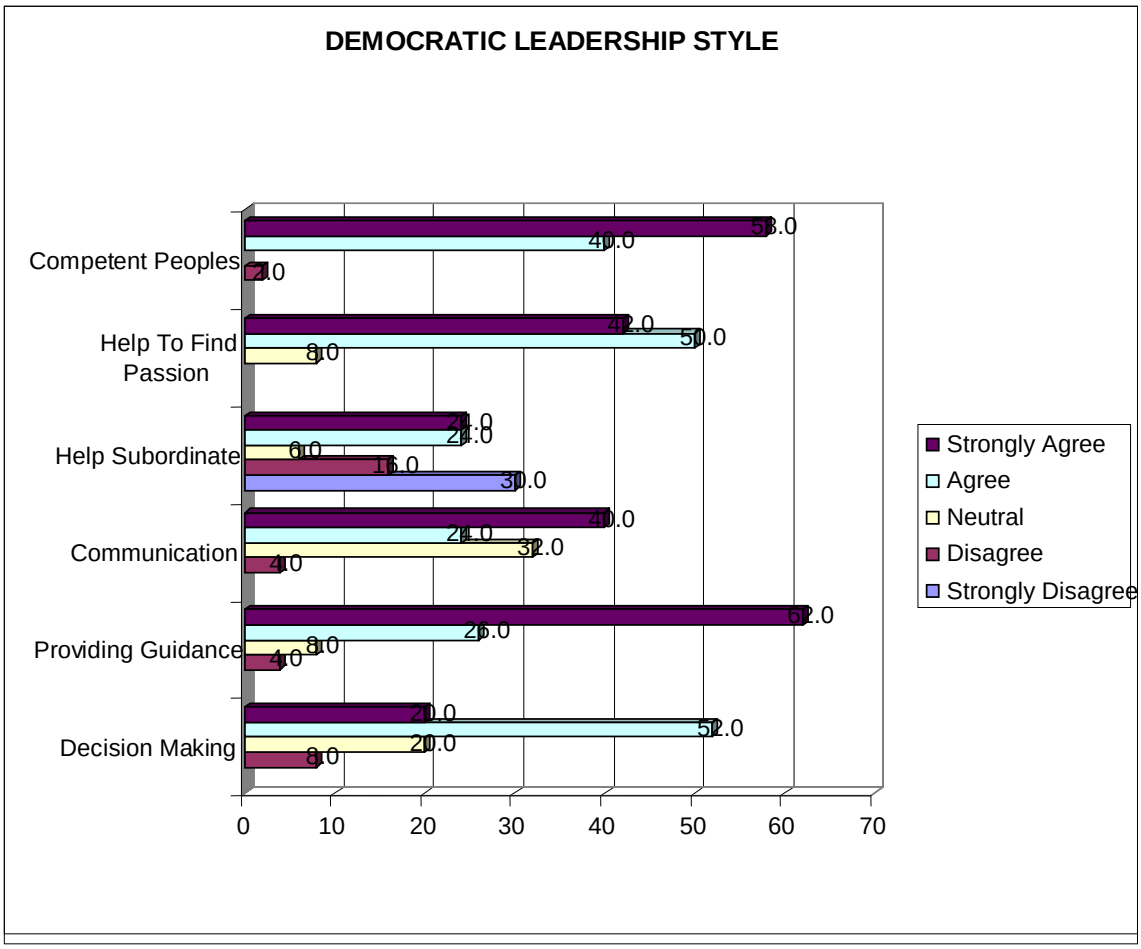


CHART 2: DEMOCRATIC LEADERSHIP STYLE

From the above table and chart we can say that among the total respondents:

- 52% respondents agreed that Employees want to be a part of the decision-making process.
- 62% respondents strongly agreed that providing guidance without pressure is the key to being a good leader.
- 40% respondents strongly agreed that most workers want frequent and supportive communication from their leaders.
- 30% respondents strongly disagree that Leaders need to help subordinates accept responsibility for completing their work.
- 50% respondents agree that it is the leader's job to help subordinates find their "passion".
- 58% respondents strongly agree that People are basically competent and if given a task will do a good job.

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LAISSEZ-FAIRE LEADERSHIP STYLE:

Table 3: LAISSEZ-FAIRE LEADERSHIP STYLE:

LAISSEZ-FAIRE LEADERSHIP STYLE:	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
13. In complex situations, leaders should let subordinates work problems out on their own.	0%	4%	14%	54%	28%
14. Leadership requires staying out of the way of subordinates as they do their work.	4%	0%	16%	40%	40%
15. As a rule, leaders should allow subordinates to appraise their own work.	2%	42%	18%	24%	14%
16. Leaders should give subordinates complete freedom to solve problems on their own.	6%	42%	24%	20%	8%
17. In most situations, workers prefer little input from the leaders.	16%	32%	38%	14%	0%
18. In general, it is best to leave subordinates alone.	6%	14%	14%	54%	12%

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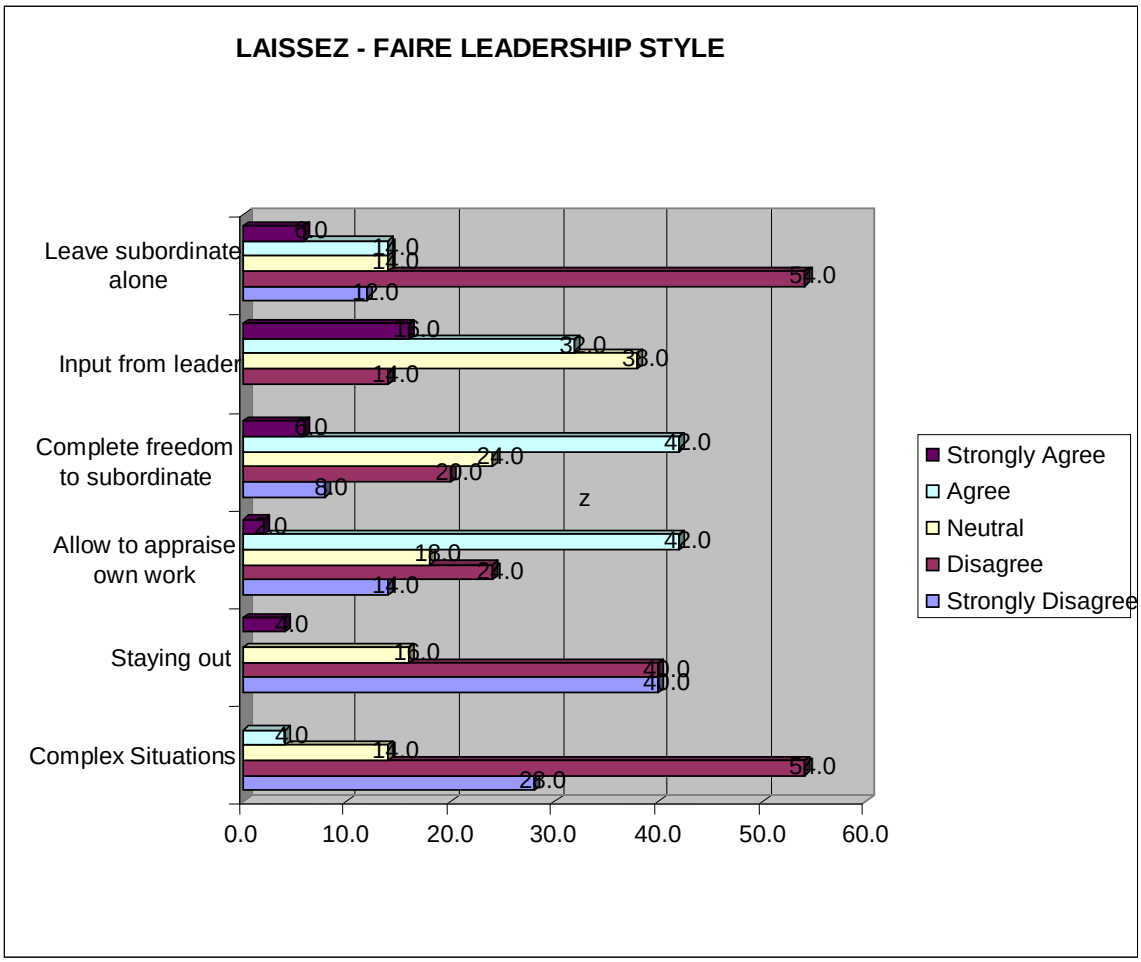


CHART 3: LAISSEZ-FAIRE LEADERSHIP STYLE

From the above table and chart we can say that among the total respondents:

- 54% respondents disagreed that in complex situations, leaders should let subordinates work problems out on their own.
- 80% respondents disagree that Leadership requires staying out of the way of subordinates as they do their work. 42% respondents agree that leaders should allow subordinates to appraise their own work.
- 42% respondents agree that Leaders should give subordinates complete freedom to solve problems on their own.
- 38% respondents disagree that in most situations, workers prefer little input from the leaders. 54% respondents disagree that it is best to leave subordinates alone.

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

LEADERSHIP STYLE:

TABLE 4: LEADERSHIP STYLE

	Frequency	Percent
AUTOCRATIC LEADERSHIP STYLE	20	40
DEMOCRATIC LEADERSHIP STYLE	29	58
LAISSEZ-FAIRE LEADERSHIP STYLE	1	2
TOTAL	50	100

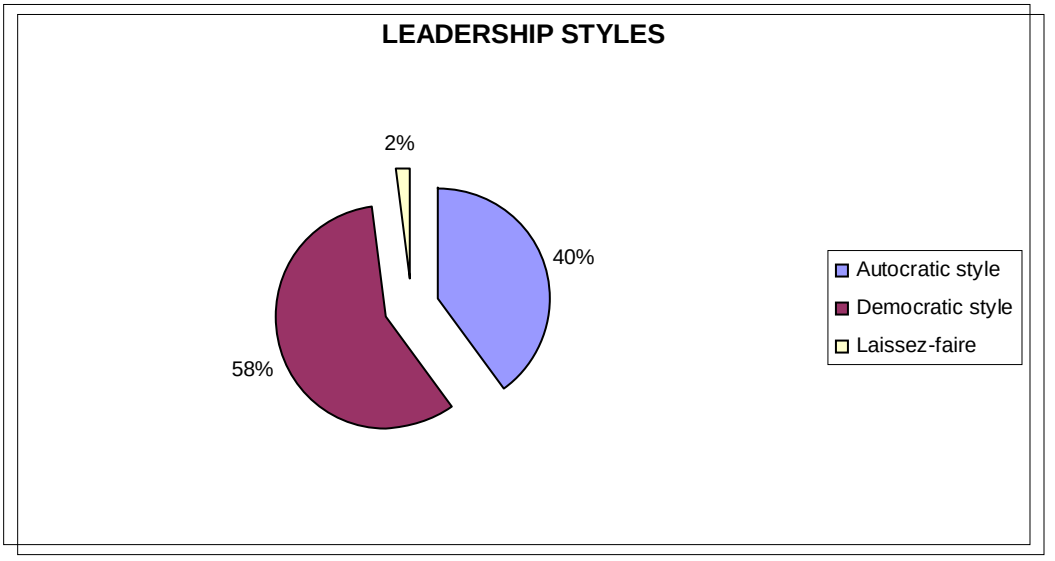


CHART 4: LEADERSHIP STYLE

From the above table and chart we can say that among the total respondents:

- 58% Leaders use democratic style.

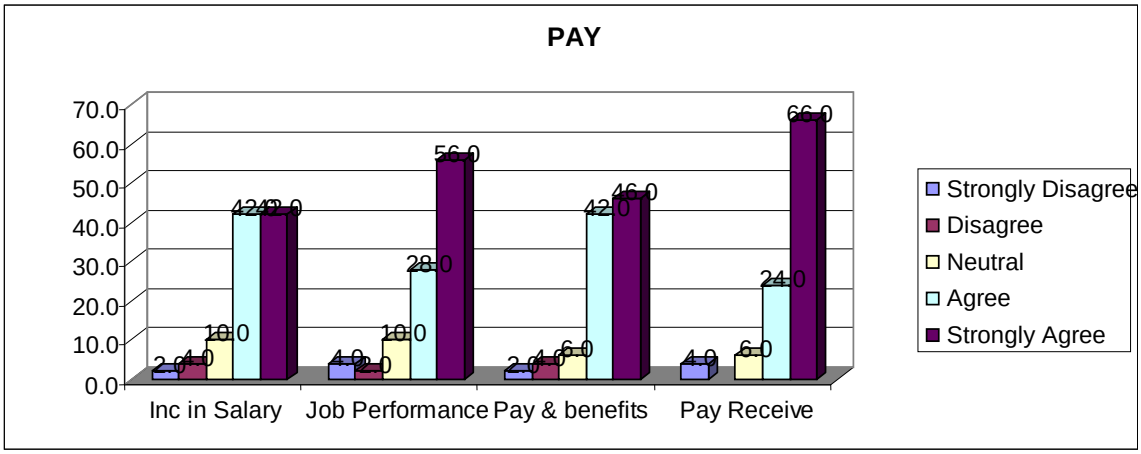
Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

JOB SATISFACTION:

Q1: INDICATES PAY:

TABLE 5: PAY

PAY:	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
Reasonable periodical increase in salary.	42%	42%	10%	4%	2%
My pay matches my job performance.	56%	28%	10%	4%	2%
The company maintains a competitive pay and benefits package.	46%	42%	6%	4%	2%
I am satisfied with the level of pay I receive.	66%	24%	6%	0%	4%



From the above table and chart we can say that among the total respondents:

- 84% respondents agreed that they get reasonable periodical increase.
- 56% respondents strongly agreed that their pay matches their job performance.
- 46% respondents strongly agree that company maintains a competitive pay.
- 66% respondents strongly agree that they are satisfied with the level of pay

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Q 2: INDICATES PROMOTION:

TABLE 6: PROMOTION

PROMOTION :	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
Company has a written promotion policy.	46%	40%	10%	2%	2%
Job promotions are fair and equitable.	44%	42%	6%	6%	2%
There are opportunities for promotion.	48%	28%	18%	2%	4%
Priority is given for merit in promotion decision.	54%	36%	8%	2%	0%

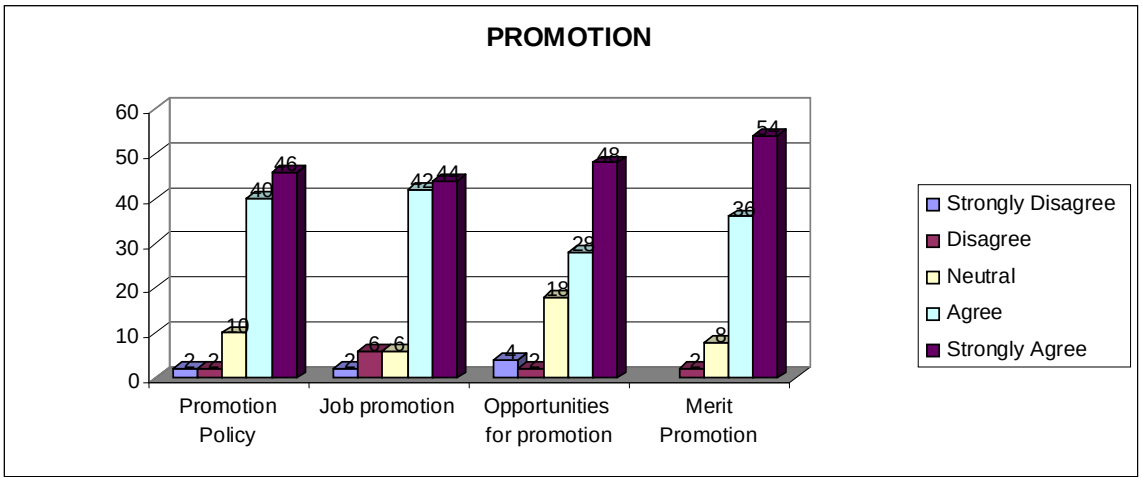


CHART 6: PROMOTION

From the above table and chart we can say that among the total respondents:

- 86% respondents agreed that company has a written promotion policy.
- 86% respondents agreed that job promotions are fair and equitable.
- 76% respondents agreed that there are opportunities for promotion.
- 90% respondents agreed that priority is given for merit in promotion decision.

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Q 3: INDICATES SUPERVISION:

TABLE 7: SUPERVISION

SUPERVISION	Options				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
Given clear instructions and objectives.	58%	26%	12%	2%	2%
My supervisor actively listens to my suggestions and treat fairly.	54%	30%	10%	4%	2%
My supervisor enables me to perform at my best.	4%	8%	20%	40%	28%
My supervisor promotes an atmosphere of teamwork.	50%	40%	8%	2%	0%

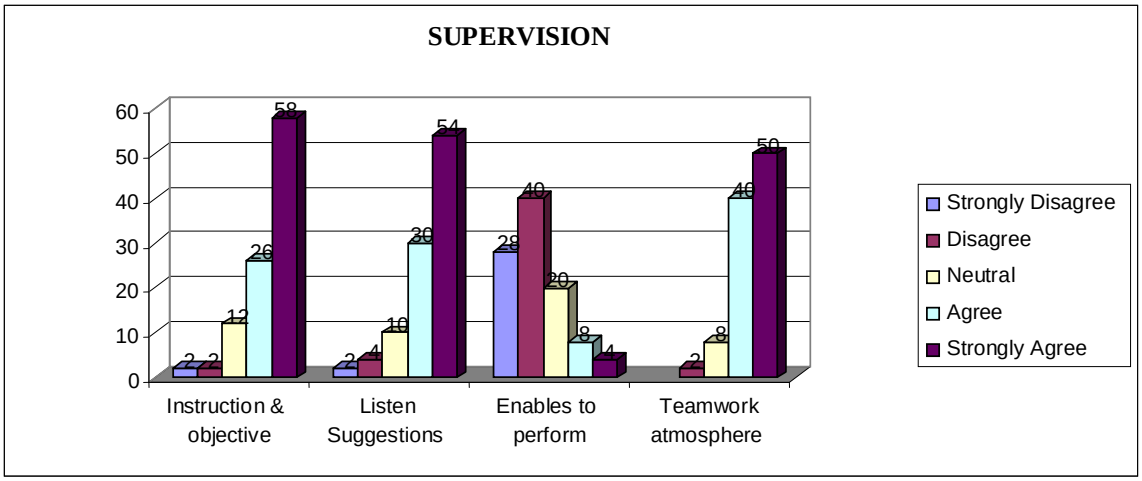


CHART 7: SUPERVISION

From the above table and chart we can say that among the total respondents:

- 84% respondents agreed that given clear instructions and objectives.
- 84% respondents agreed that their supervisor actively listens their suggestions and treat fairly.
- 40% respondents disagree that their supervisor enables to perform their best.
- 80% respondents agree that their supervisor promotes an atmosphere of teamwork.

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Q 4: INDICATES CONTINGENT REWARDS:

TABLE8: CONTIGENT REWARDS

CONTINGENT REWARD :	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
I am rewarded for exceeding my goals.	46%	38%	12%	2%	2%
I am recognized for good work performance.	26%	64%	10%	0%	0%
The compensation for all employees is directly linked to their performance.	50%	36%	14%	0%	0%
In organization salary and other benefits are comparable to market.	70%	22%	6%	2%	0%

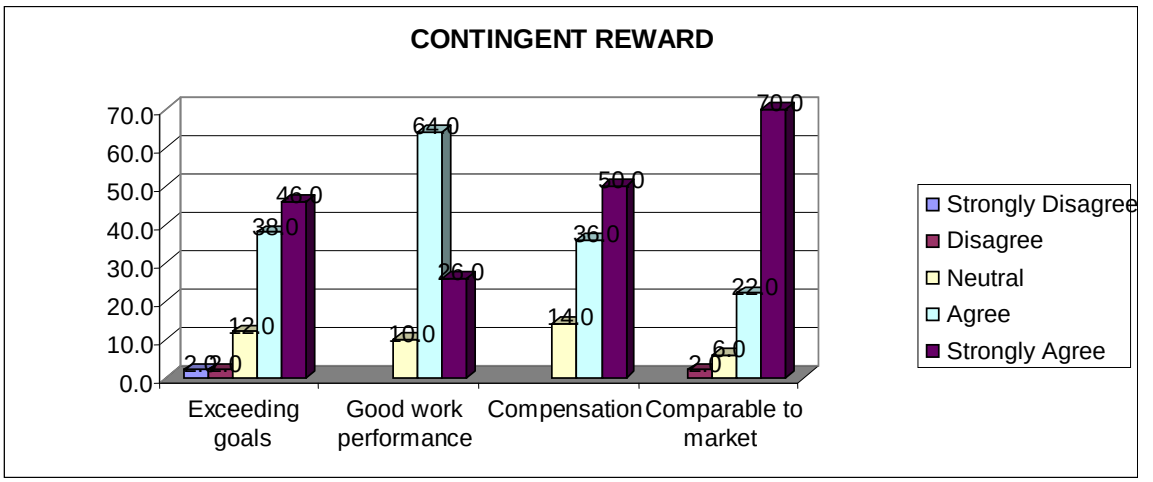


CHART 8: CONTINGENT REWARD

From the above table and chart we can say that among the total respondents:

- 84% respondents agreed that they are rewarded for exceeding their goals.
- 90% respondents agreed that they are recognized for good work performance.
- 84% respondents agreed that the compensation is directly link to their performance.
- 92% respondents agree that salary and other benefits are comparable to market.

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Q 5: INDICATES OPERATING CONDITIONS:

TABLE 9: OPERATING CONDITION

OPERATING CONDITIONS :	Options				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
Direct exposure to verbal or physical abuse.	0%	2%	2%	20%	76%
Hazardous chemicals are used.	2%	4%	4%	32%	58%
Noise of all types like mechanical, environmental, human, etc are there.	2%	10%	6%	36%	46%
Temperature extremes, Limited ventilation and odor of chemicals	2%	6%	12%	20%	60%

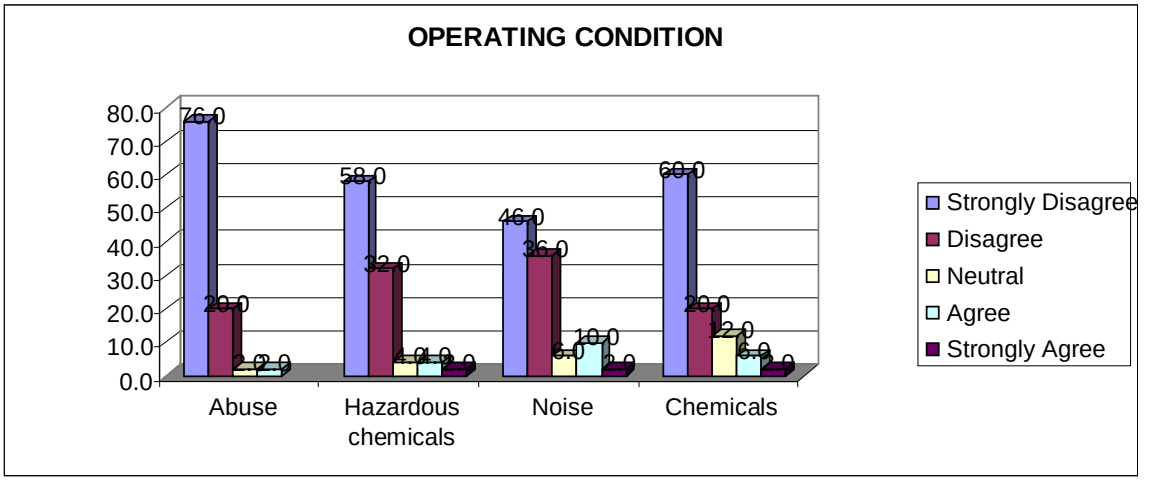


CHART 9: OPERATING CONDITION

From the above table and chart we can say that among the total respondents:

- 96% respondents agreed that there is no direct exposure to verbal or physical abuse.
- 90% respondents agree that Hazardous chemicals are not used.
- 82% respondents agree that Noise of all types like mechanical, environmental, human ,etc are not there .
- 80% respondents agree that there are no Temperature extremes, Limited ventilation and odor of chemicals.

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Q 6: INDICATES RELATION AMONG CO-WORKERS:

TABLE 10: RELATION AMONG CO-WORKERS

RELATION AMONG CO-WORKERS :	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
When my co-workers are down I help them to get motivated.	46%	36%	12%	6%	0%
Feeling a spirit of teamwork and co-operation among co-workers.	52%	36%	6%	6%	0%
Co-workers share information and new ideas throughout the company.	56%	30%	4%	8%	2%
Co-workers are willing to listen to my ideas	44%	38%	16%	2%	0%

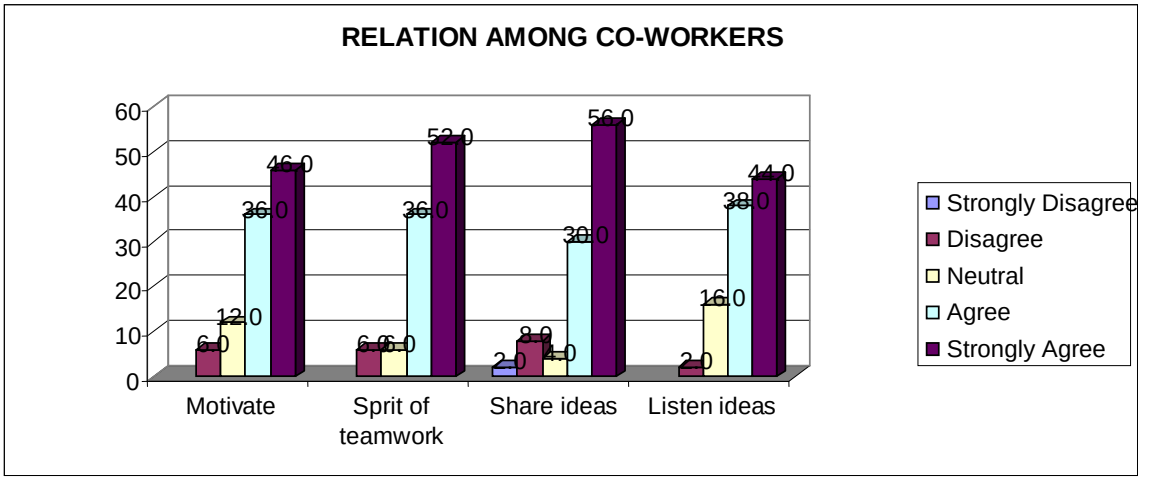


CHART 10: RELATION AMONG CO-WORKERS

From the above table and chart we can say that among the total respondents:

- 82% respondents agreed that they help their coworkers to get motivated when they are down.
- 88% respondents agree that they feel spirit of teamwork and co-operation among co-workers.
- 86% respondents agree that Co-workers share information and new ideas throughout the company.
- 82% respondents agree that Co-workers are willing to listen to my ideas

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Q 7: INDICATES NATURE OF WORK:

TABLE 11: NATURE OF WORK

NATURE OF WORK :	Options				
	Strong Agree	Agree	Neutral	Disagree	Strong disagree
Tasks are straight forward, routine, and frequently repetitive.	68%	24%	6%	2%	0%
Tasks follow set guidelines or procedure.	84%	16%	0%	0%	0%
Receives clear instructions from supervisor on what to do and how to do it.	62%	28%	8%	2%	0%
Has authority to make a significant choices and decisions without specific guidance or direction from supervision.	2%	6%	20%	52%	20%

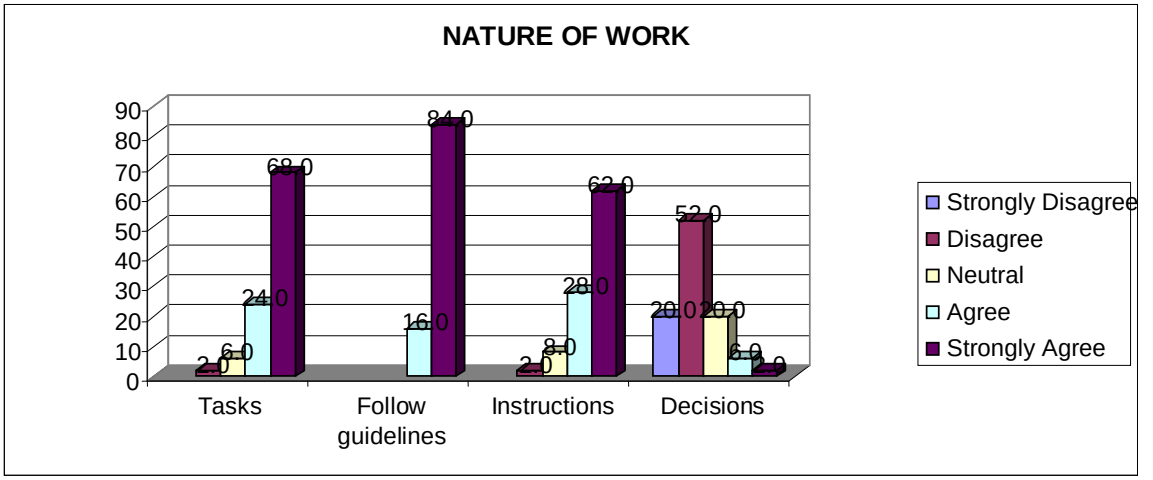


CHART 11 : NATURE OF WORK

From the above table and chart we can say that among the total respondents:

- 92% respondents agreed that Tasks are straight forward, routine, and frequently repetitive.
- 84% respondents agree that Tasks follow set guidelines or procedure.
- 90% respondents agree that Receives clear instructions from supervisor on what to do and how to do it.
- 72% respondents agree that Has authority to make a significant choices

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

Q 8: INDICATES COMMUNICATION:

TABLE 12: COMMUNICATION

COMMUNICATION :	**Options**				
	Strong Agree	**Agree**	**Neutral**	**Disagree**	**Strong disagree**
Employees at the company regularly share and exchange ideas.	32%	46%	14%	8%	0%
I can speak freely to my supervisor on a variety of topics.	62%	26%	8%	4%	0%
My supervisor keeps me informed about important issues.	26%	38%	20%	14%	2%
I have enough information to do my job well.	70%	16%	8%	6%	0%

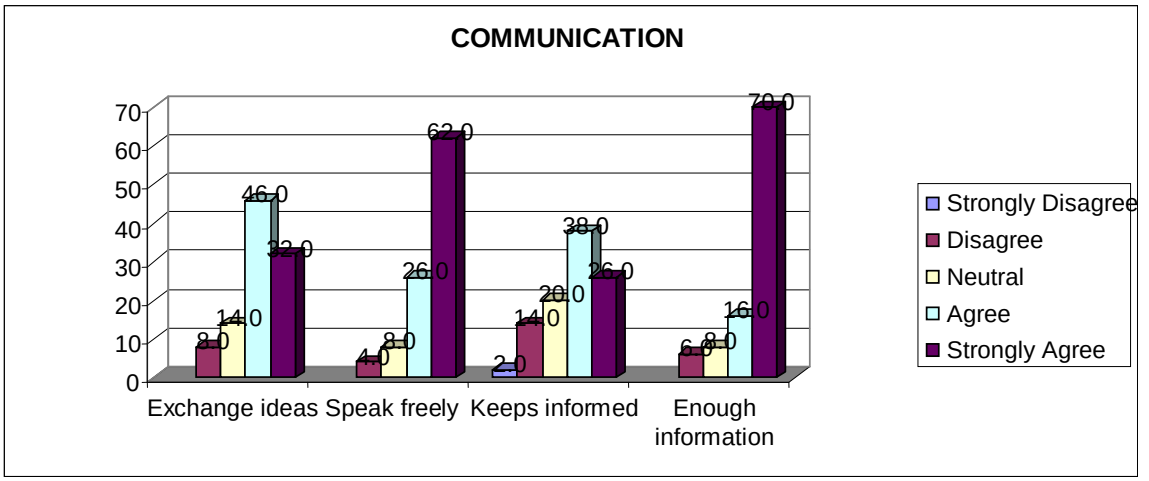


CHART 12: COMMUNICATION

From the above table and chart we can say that among the total respondents:

- 78% respondents agreed that Employees at the company regularly share and exchange ideas.
- 88% respondents agree that they can speak freely to my supervisor on a variety of topics.
- 64% respondents agree that their supervisor keeps them informed about important issues.
- 86% respondents agree that they have enough information to do their job well.

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

HYPOTHESIS TESTING:

H0: Influence of leadership style on overall Job satisfaction.

TABLE 13: REGRESSION

P value	H0 accepted or rejected.
.579	H0 accepted

- There is no influence of leadership style on job satisfaction.

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.086	1	.086	.313	.579[b]
	Residual	13.169	48	.274		
	Total	13.255	49			
a. Dependent Variable: Overall						
b. Predictors: (Constant), LEADERSHIP STYLE						

Influence of leadership style on different variables of Job Satisfaction.

SR NO.	VARIABLES	P VALUE	H0 Accepted or Rejected
1	PAY	.863	**Accepted**
2	PROMOTION	.595	**Accepted**
3	SUPERVISION	.510	**Accepted**
4	CONTINGENT REWARD	.834	**Accepted**
5	OPERATING CONDITION	.326	**Accepted**
6	RELATION AMONG CO-WORKERS	.723	**Accepted**
7	NATURE OF WORK	.958	**Accepted**
8	**COMMUNICATION**	**.710**	**Accepted**

PAY:

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.015	1	.015	.030	.863[b]
	Residual	24.630	48	.513		
	Total	24.645	49			
a. Dependent Variable: PAY						
b. Predictors: (Constant), LEADERSHIP STYLE						

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

PROMOTION:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.101	1	.101	.286	.595[b]
	Residual	16.919	48	.352		
	Total	17.020	49			

a. Dependent Variable: PROMOTION
b. Predictors: (Constant), LEADERSHIP STYLE

SUPERVISION:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.186	1	.186	.440	.510[b]
	Residual	20.259	48	.422		
	Total	20.445	49			

a. Dependent Variable: SUPERVISION
b. Predictors: (Constant), LEADERSHIP STYLE

CONTINGENT REWARD:

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.044	.834[b]
	Residual	9.836	48	.205		
	Total	9.845	49			

a. Dependent Variable: CONTINGENT REWARD
b. Predictors: (Constant), LEADERSHIP STYLE

OPERATING CONDITION:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.478	1	.478	.987	.326[b]
	Residual	23.267	48	.485		
	Total	23.745	49			

a. Dependent Variable: OPERATING CONDITION
b. Predictors: (Constant), LEADERSHIP STYLE

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

RELATION AMONG CO-WORKERS:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.047	1	.047	.127	.723[b]
	Residual	17.733	48	.369		
	Total	17.780	49			

a. Dependent Variable: RELATION AMONG CO-WORKERS
b. Predictors: (Constant), LEADERSHIP STYLE

NATURE OF WORK:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.001	1	.001	.003	.958[b]
	Residual	13.979	48	.291		
	Total	13.980	49			

a. Dependent Variable: NATURE OF WORK
b. Predictors: (Constant), LEADERSHIP STYLE

COMMUNICATION:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.059	1	.059	.139	.710[b]
	Residual	20.246	48	.422		
	Total	20.305	49			

a. Dependent Variable: COMMUNICATION
b. Predictors: (Constant), LEADERSHIP STYLE

FINDINGS OF LEADERSHIP STYLE:

- ✓ 58% Employees use Democratic Leadership style.
- ✓ Democratic Leadership style is leadership style which is used by employees of the Megafine.

FINDINGS OF JOB SATISFACTION:

- ✓ 86% Employees are satisfied with their PAY.
- ✓ 85% Employees are satisfied with Promotions given by company.
- ✓ 82% Employees are satisfied from their supervisor.
- ✓ 88% Employees are satisfied with their contingent reward.

Received:24 January 2018/Accepted:6 April 2018/Published:6 June 2018

- ✓ 87% employees are satisfied with Operating Conditions of the company.
- ✓ 85% employees feel that they have good relations with their co-workers.
- ✓ 89% employees are satisfied with work what they do that is nature of their work.
- ✓ 79% employees are satisfied with communication of their company that is speak freely, exchange ideas, etc.
- ✓ Only 86% employees are satisfied with their job.

FINDINGS OF INFLUENCE OF LEADERSHIP STYLE ON JOB SATISFACTION:

- ✓ There is no influence of leadership style on job satisfaction.
- ✓ There is no influence of leadership style on different variables of job satisfaction.
- ✓ The survey made and the analysis of the study, it will be helpful for the management in understanding the awareness and satisfaction among the staff and employees regarding influence of leadership style on job satisfaction followed at Megafine Pharma ltd.
- ✓ It can be concluded that democratic leadership style is used by most of the leaders of the firm.
- ✓ Most of the employees are satisfied with their job.
- ✓ Through this study I can conclude that there is no influence of leadership style on job satisfaction.
- ✓ By conducting this study I have acquired and in-depth knowledge regarding influence of leadership style on employee job satisfaction..
- ✓ Through this study I had learned different leadership styles and different variables of Job satisfaction.

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