

# Impact of Leadership Styles on Job Satisfaction Among Public and Private Sector Employees

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**Abstract:** *Human resources are considered the most valuable asset in any firm. It is the result of a combination of taught information, natural aptitudes, and skill sets that are embodied in the abilities and skills of working individuals, such as executives, managers, and entry-level employees. It should be noted that using human resources to the fullest extent possible is necessary to achieve both business and individual goals. The degree of enjoyment that a person has with their work is known as job satisfaction. When people are pleased in their employment, it is believed that they are more content. This article's research mostly consists of a survey that covers both sectors. This article compares the job satisfaction of employees in public and private sector businesses located in Bhopal. Bharat Sanchar Nigam Limited was selected to symbolize the public and government-owned enterprise. Manappuram Finance Limited was selected to represent the private sector company. Sixty employees from each of these two companies made up the sample study. A methodical questionnaire was employed to gather the data. Respondents from the two companies were questioned in the survey on several facets of job satisfaction. The employees of the private sector organization were significantly more satisfied with HR policies, remarks, feedback, and incentives, according to the poll. In contrast, employees in public sector organizations reported higher levels of satisfaction with their workplace equality, job security, and working conditions. In addition to seeking managers' perspectives on performance consistency, the study included a comprehensive diagnostic of the job satisfaction indices of the two companies, suggestions for improving them, and an explanation of the causes for the dissatisfaction.*

**Keywords:** Private Sector, Employee Satisfaction

## I. INTRODUCTION

The degree of enjoyment that a person has with their work is known as job satisfaction. It is a relatively modern expression since, in previous centuries, a person's professional prospects were often determined by the profession of their parents. Numerous variables may impact an individual's level of job satisfaction, including compensation and benefits, the nature of the work itself, social connections and leadership, the standard of the workplace, and the perceived equity of the organization's advancement scheme. When people are happy with their jobs, they are thought to be happier. Although they clearly go hand in hand, motivation and work satisfaction are not the same. The enhancement of worker performance and job satisfaction is the aim of work design. Among the tactics are enrichment, expansion, and rotation. Employee engagement, empowerment, autonomous work groups, management style and culture, and empowerment are other elements that affect employee satisfaction. Job happiness is a critical component that firms often evaluate.

Job satisfaction reflects the extent to which actual rewards match expectations. It directly affects the way that individual behaves at work. Satisfaction is defined as the feeling that arises from satisfying a need or achieving a goal. Evaluating a person's perspective on the work-related endeavors of a company is a helpful technique. It also expresses how happy a person is with his or her workplace in terms of interactions with managers and other employees. A company's ability to succeed is mostly based on how happy its people are. Ensuring the pleasure of employees and understanding their needs are critical to the success of business operations. Employee feedback is the most important source of information for improving goods and services. An engaged and convinced workforce is essential to a company's long-term success.

Even while companies are unable to directly change an employee's personality, they can ensure that people are picked and placed in positions that best suit them by using sound selection processes and matching workers with roles. This will help increase employees' job satisfaction.

Work satisfaction is the result of completing duties and responsibilities that are often assigned to one person, while a job is a collection of jobs that typically include the same obligations, responsibilities, skill, and knowledge. Happy workers will automatically reduce absenteeism, labor turnover, and accidents. Contentment at work stimulates employees' creativity and improves morale, output, etc. Individuals may be more devoted to the organization, and they will be content at work if they get what they expected. There exists a correlation between workers' internal feelings and job happiness. Of course, the most effective and productive employee is the one that enjoys their work. It is a common misconception that workers are more concerned with their pay than with other factors that affect their pleasure, such as bonuses, canteen facilities, work atmosphere, rule flexibility, authority flow, etc. These obligations are not as significant as compensation.

### Sources of Job Satisfaction

There are three broad sources of job satisfaction:

- Pay and other financial perks: an employee's mentality and level of work satisfaction are influenced by their pay. When workers are overworked and paid poorly, they become unsatisfied and desire to quit.
- Working environment: Spector (1997) noted that a lot of companies have a tendency to overlook their employees' working environments, which has a negative impact on their performance. He states that a safe workplace includes job stability, positive relationships with coworkers, rewards for excellent work, and involvement in organizational decision-making.
- Supervision: The most significant individuals in the workplace these days are the direct supervisors. Employee dissatisfaction and absenteeism would result from inadequate supervision or from a supervisor who lacks kindness, cooperation, helpfulness, support, and problem-solving skills.

### Sample

The study included a sample of sixty workers from both public and private enterprises. The sample study consisted of sixty workers from each of these two businesses, or (N = 30) government employees and (N = 30) non-government employees. There are 26 female respondents and 34 male responders out of the sample of 60. There were both junior and senior workers in the sample. However, those who had been employed by the company for at least five years were chosen for the research.

### Tools

Questionnaires were sent in order to gather data. Respondents were required to provide answers to closed-ended questions using the specified, restricted options. Self-administered questionnaires are used because they provide more standardized data when data collection is done this manner. When compared to other approaches, this offers more objectivity. Besides, gathering first-hand knowledge is fast and simple.

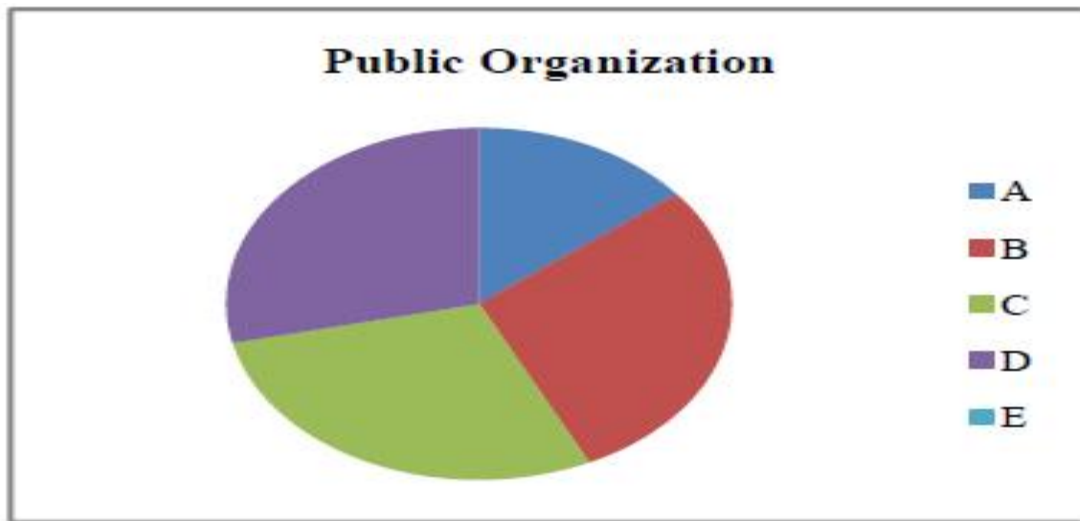
### Research Design

The conceptual framework that has guided the study is included in the subject. The descriptive technique was used in this study's data collecting. Since the purpose of the study is to investigate employee happiness, which is best examined by asking direct questions, descriptive research was deemed to be the most effective approach, and experimental research was not used.

## II. RESULTS & DISCUSSION

The questionnaire approach was used to gather data, and the questions were created to cover as many facets of customer behavior as feasible. A study was conducted on the job satisfaction of sixty workers of BSNL and sixty employees of Manappuram Ltd in Bhopal. To lessen biases resulting from variations in people's attitudes towards different parts of the organization or from differences in their localities, the researcher gathered samples from several branches.

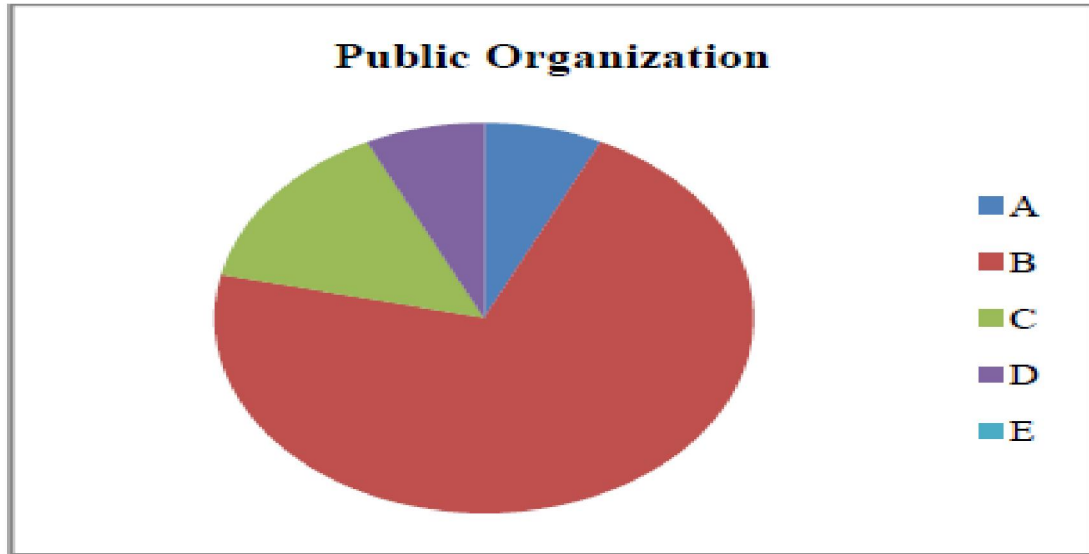
Which of the following factors motivates you the most?



According to the above data, 31.25% of workers in commercial businesses are motivated by wage increases, whereas 28.57% of government employees are motivated by promotions, leaves, and motivational presentations.

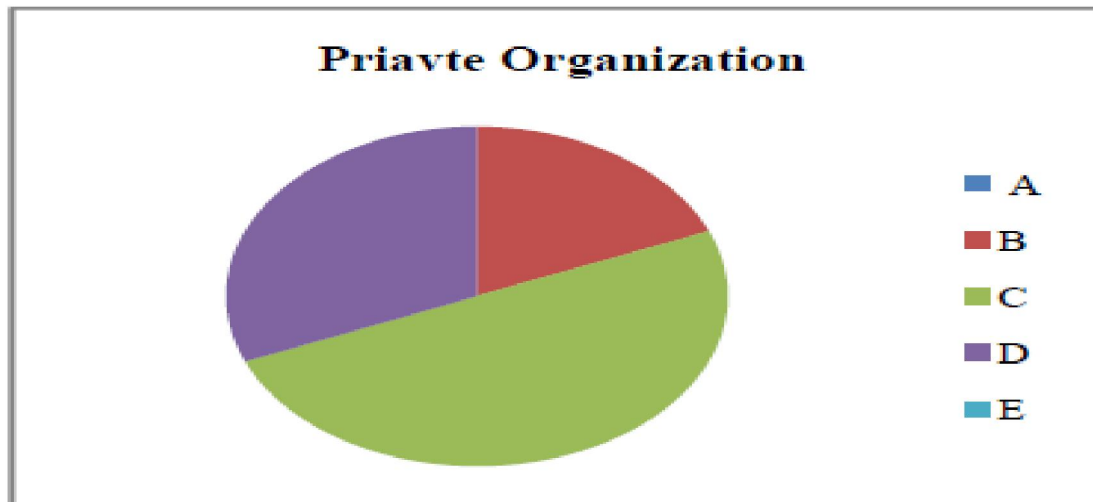
How satisfied are you working in your department?



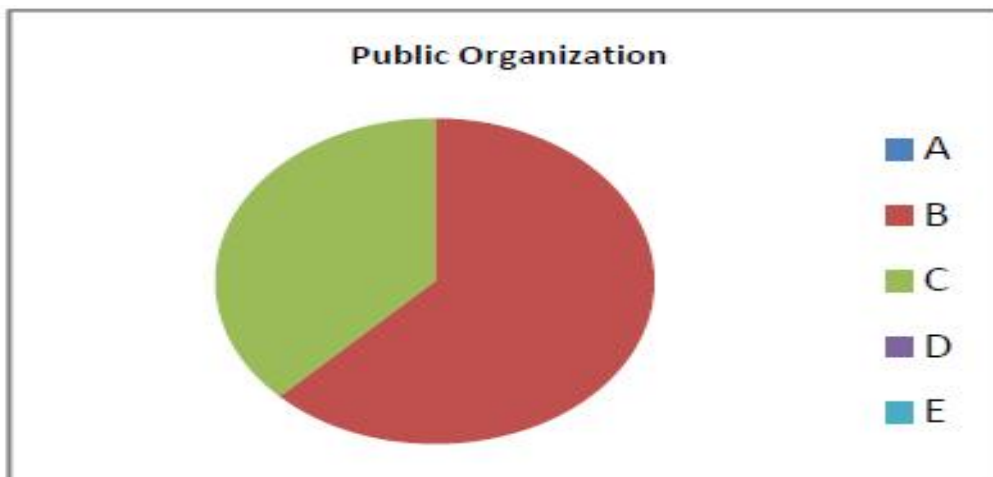
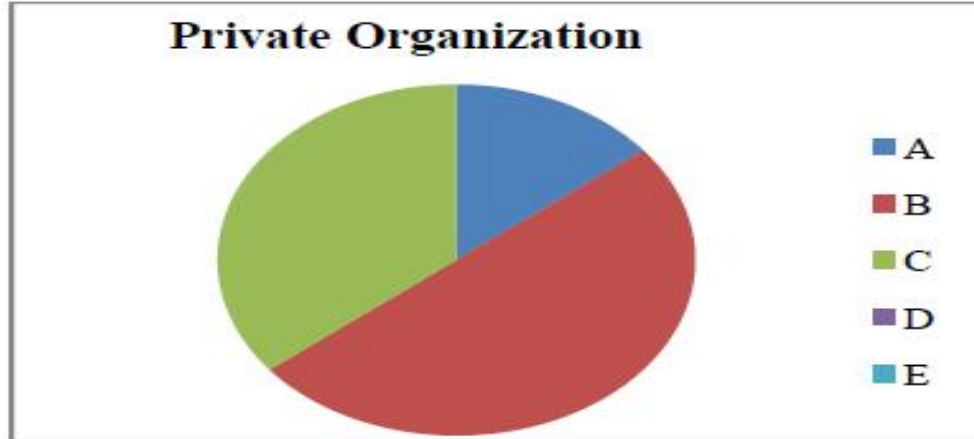


It is evident from the pie chart above that 62.5% of workers in the commercial sector and 71.43% of government employees are content with their current position.

How much are you satisfied with the bonus plans of your company?



It is clear from the above graphical depiction that 71.43% of workers in government organizations and 50% of employees working in private organizations are mediocrely happy with their companies' bonus programs. What is your satisfaction level regarding retirement plans of your company?



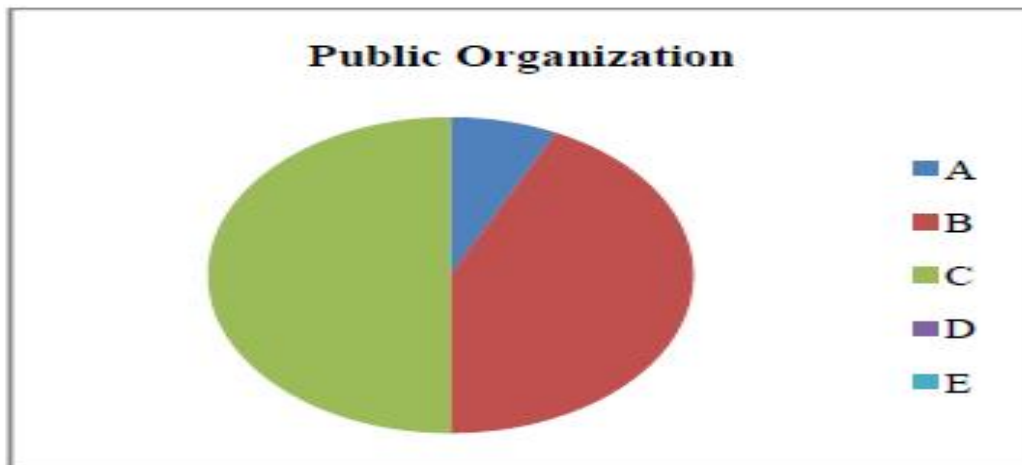
As shown, it was discovered that 50% of workers in the private sector and 62.5% of government employees are satisfied to an acceptable degree.

Are you satisfied with the working conditions of the company (working hours, sick leaves offered)?

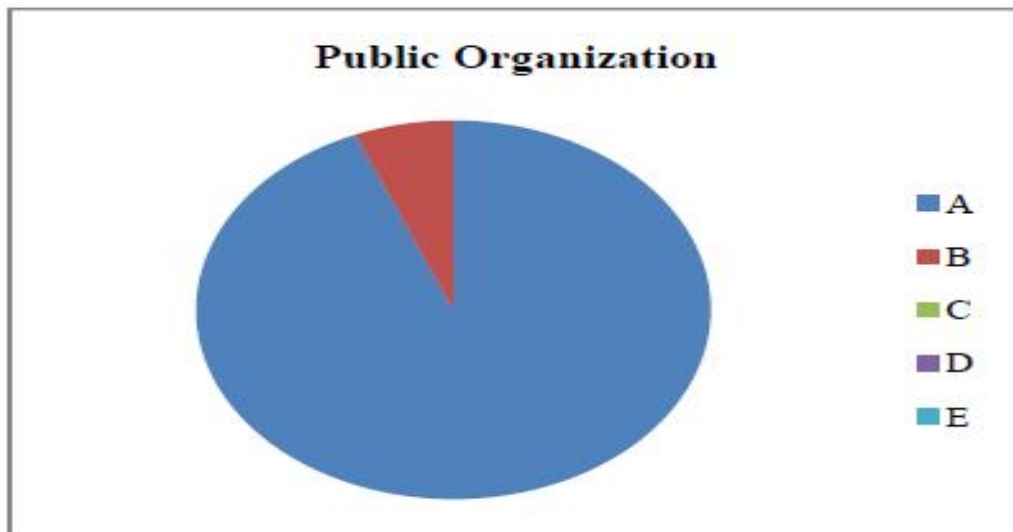


The percentage of workers who are happy with their workplace's working conditions is 50% for private sector companies and 57.14% for government sector companies.

Do you feel that employees are recognized as individuals?



Fifty percent of workers in public and commercial sectors believe they get enough recognition for their contributions. Whether the employees are involved in the decision making process that affects your job?







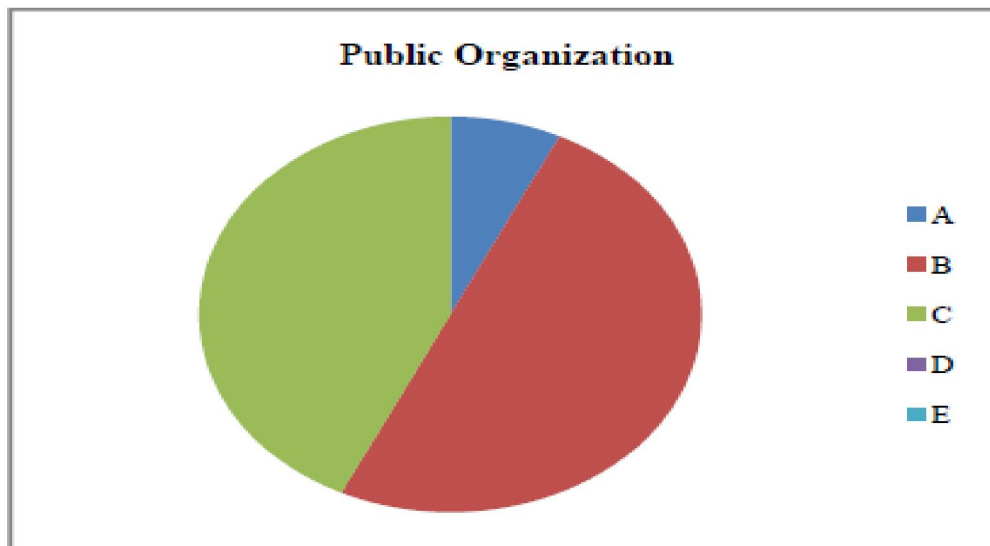
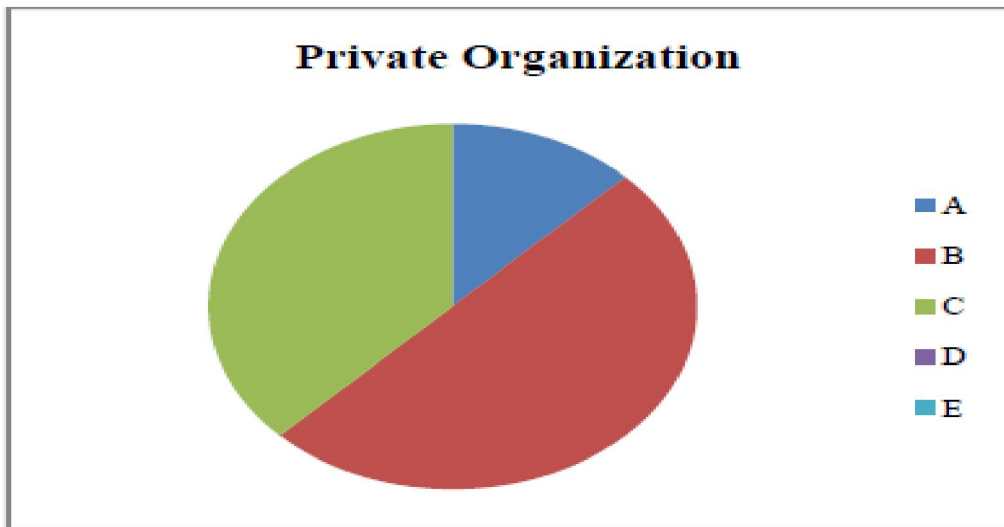
It was found that 71.42% of workers in the commercial sector and 93.75% of government employees are content with their degree of involvement in the decision-making process.

Rate the statement "you receive regular and helpful feedback on your performed job"



According to the above figure, 50% of workers in the private sector and 43.75% of government employees gave the statement, "you receive regular and helpful feedback on the performed job," a "satisfied" rating.

Whether your organization provides you with job security?



In the public and private sectors, half of the workforce is content with their job security inside the company.

### III. CONCLUSION

Work satisfaction is one of the most important variables that a company should take into consideration since it has a strong correlation with productivity and job performance. Specifically, there seems to be a stronger association with collective bias, which has a greater effect on productivity, work process efficiency, and profit in specific as well as overall organizational performance. Then, it would seem that a person's emotional states and personality traits have a big influence on how happy they are. The work environment and organizational strategy are more likely to influence an increase in total job satisfaction at the same time. Thus, companies need to consider using both an organizational and personal approach to ensure that a greater level of employee satisfaction is reached.

Employee satisfaction may be measured using the study findings, which employers and employees can utilize to assist the growth and development of the company. The aforementioned data might potentially affect absenteeism, work effort, productivity, and human turnover. Furthermore, it is essential to conduct periodic evaluations of employee job contentment and dissatisfaction to construct adaptable and pragmatic policies that bolster the growth and progress of the enterprise. Two strategies that private sector organizations may use to promote employee satisfaction are pay increases and employee empowerment.



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