Impact of Leadership Style on Job Satisfaction and Organizational Commitment in Educational Organizations

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Abstract

Leadership is recognized as the most important aspect in efficiently improving educational organizations, as well as facilitating the attainment of desired goals and objectives and improving the educational system. It is one of the most important aspects in determining whether an organization succeeds or fails. A leader's leadership style is how he or she directs and inspires others to achieve corporate goals. The goal of this investigation is to see how leadership styles affect the organizational commitment and job satisfaction of educational organizations. This is a conceptual work that includes academic evidence to back up the claim. The paper also describes both transactional and transformative leadership. The paper's findings propose that the leadership style is a strong component in enhancing the performance of any organization as it improves the culture of the organization and satisfaction with the job in the workplace. Workers are satisfied more if the organization meets their expectations. So, they are more dedicated to the organization. The model is not supported by any actual data in the study.

Keywords: *Leadership, Job Satisfaction, Organisational commitment, educational organizations*

Introduction

Employees' perceptions of their work are more affected by authority. The function of leaders in modern organizations has been reformed, and the effectiveness of every organization is determined by its leaders' leadership styles. Mintzberg (2010) claims that true leaders engage others with their attentiveness and modesty because they are sincerely invested in what they are doing rather than for personal gain. Even though the transformational and transactional leadership frameworks have a lot of scientific support, among the many alternative theoretical approaches for studying leadership styles (Bass & Avolio, 1993). While most leadership research focuses on transformational leadership, several studies also emphasize the importance of transactional leadership. According to this research, transformational leadership has a greater effect on employees' opinions of their employment than traditional leadership.

Job satisfaction has a significant impact on results since it regularly interferes with organizational processes like decreasing organizational and individual performance and productivity as incentives, decision-making, and promotions (Dhar, 2009). It varies from person to person and is not a single thing, but perceptions of organizational justice are closely related to justice and fairness, which increase or decrease employee happiness.

Leadership is one of the factors that affect organizational climate perceptions (Ferris, 1989), which in turn influences the happiness of their employees with their jobs. One of the main goals of leadership is to manage the employees' views, which have an impact on their outcomes (Ram & Prabhakar, 2010). Effective leaders with strong leadership styles have the power to boost employee satisfaction. As a result, leadership style and organizational climate are both essential elements that might influence employee work satisfaction. Organizations, on the other hand, aim to make better use of them to get the most out of them.

Employees' commitment to the organization minimizes their intent to leave the organization, allowing them to work more efficiently and with greater loyalty (Pascal, et al., 2011). Job insecurity, poor trust, high stress, and uncertainty will increase in the company if the workforce is not dedicated, which will have a detrimental impact on the organization's performance (Panayiotis, et al., 2011). Organizational commitment can also help to boost creativity in the workplace (Carlos and Filip, 2011). The leadership style of management is influenced by societal culture, hence leadership styles in organizations may differ from society to society (Mujtaba, et al., 2011). Organizational commitment is a major indicator of higher organizational performance.

Researchers concentrated on specific components of leadership style, such as transactional and transformational leadership (Burn, 1978; Bass, 1985). Various previous studies have looked into various components of leadership and how it relates to organizational commitment. Organizational commitment is promoted with the leadership style, according to Swanepoel, Eramus, Van Wyk, and Scheck (2000), for the successful implementation of business strategies to reach the organizational goal. Transactional and transformational leadership were found to be positively connected with organizational commitment in a study of leadership styles and their relationship with organizational commitment (Lo, Ramayah, & Min, 2009). Lo, Ramayah, Min, and Songan (2010) researched leadership style and organization as a mediator in the exchange between leaders and members, commitment, and guided additional research; conflict can be decreased among members of the leadership team. When an organizational culture reflects the ideals of its employees, the conflict between the leader and his or her subordinates can be reduced. The research will look into the relationship between employee value and organizational culture, as well as how to instill a sense of commitment in employees to raise their level of attachment to the organization, lowering employee turnover and absenteeism.

Leadership Styles

"Leadership is a process by which an individual influences a set of individuals to achieve common goals". Leaders no longer rely on their legal authority to force people to follow their orders; instead, they converse with their followers or develop and extend their followers' interests (Northouse, 2007). Since 1990, (Burns, 1978; Bass, 1985)'s transformational and transactional leadership styles have been the greatest essential and extensively used and evaluated for leadership research.

According to Burns (1978), transformational leadership occurs when a leader inspires his or her employees to increase their level of beliefs, values, perceptions, motives, and alliances with the organization's goals. Transformational leadership is an attractive and inspirational relationship between a leader and their followers that inspires followers to show their gratitude to, devotion to, obedience to, and trust in their leaders and the responsibilities they are given without question Transformational leaders instill trust and respect in their subordinates and have the power to influence their subordinates' behavior, resulting in increased job satisfaction and improved organizational outcomes (Givens, 2008). They assist their subordinates in being more productive and innovative inside the organization (Furkan, 2010) and strive to avoid the possibility of work-related problems (Berson & Avolio, 2004).

Transactional leadership is concerned with the exchange of information between leaders and their subordinates. This is a leader-follower exchange-based leadership, according to Naidu & Van der Walt (2005), in which the leader imagines productivity, efforts, and devotion from the follower in exchange for exchanging rewards or penalties with the follower for a task successfully done. Transactional leaders use control methods to encourage subordinates to operate in an anticipated way that serves their interests (Kanungo, 2001). Transactional leaders lose their engaging, desirable, and superior qualities when they mix with their subordinates by praising them for completing duties, emphasizing their mistakes, deferring decisions, or refraining from meddling until something happens. (Howell & Avolio, 1993).

Job Satisfaction

Wicker (2011) employment happiness is defined as a feeling of pride and internal fulfillment gained from performing a certain task. Hoppock (1935) defined job satisfaction as a theoretical notion in his book. that includes any number of mental, physiological, and environmental variables that lead to a person expressing happiness with their work. It's a good psychological condition that occurs when people assess their employment and work experiences (Poon J. M., 2003). According to Spector (1997), job fulfillment refers to how people feel about their jobs, whether they like or dislike them; like indicates employee happiness, while disliking indicates employee dissatisfaction. Job satisfaction is influenced by a variety of elements, according to the literature. Spector (1997) developed a "job satisfaction measuring scale" to assess employee satisfaction with their jobs, which takes into account a variety of factors such as compensation, perks, supervision, promotion, nature of work, and co-workers. Employees who receive compensation, benefits, supervision, and teammates are more likely to be happy and wish to stay with the organization

Organizational Commitment

With time, the meaning of commitment and how it is measured have changed. commitment occurs when a person's extraneous interests intersect with the organization's consistency line (Becker, 1960), and commitment states the degree of attachment to the organization (Reilly and Chatman, 1986). In terms of perspectives, organizational commitment is divided into two major parts: attitude and behavior. Attitude commitment is the term for how staff members feel and view the organization, whereas behavioral commitment refers to how individuals behave in the organization.

Various authors proposed various commitment models, such as Meyer and Allen's three-component model, Reilly and Chatman's model, and other multidimensional models. Commitment has several dimensions, each of which has a different impact on the company. Complaining, identification, and moral commitments are the three major characteristics of commitments (Reilly and Chatman, 1986). Mayer and Allen (1991) proposed a model of organizational commitment that includes three levels of commitment: affective, continuous, and normative.

They define three types of commitment based on observation: affective commitment, normative commitment, and continuous commitment. Employees' associations with the organization vary from one person to the next and signify different degrees of ties to the company. It's likely that one employee has a higher level of affective commitment than others, or that just a small number of workers have both emotional and normative engagement with the company, but lack continuous dedication. As a result, each employee's level of attachment to the organization is unique. Employee involvement in the organization, including beliefs, willingness, and desire to achieve organizational goals, is measured by affective commitment. Employees' affective commitment to the organization can take three forms: identification, formation, and maintenance. Emotions for the organization form at the beginning stage of affective commitment, then emotions are identified with organizational aims and objectives, and lastly, the best effort is made to maintain these emotions for the organization.

As a result, according to Jaros, et al. (1993), employee affective commitment is a psychological attachment to the organization. Personal traits, age, gender, tenure, and organizational features all influence affective commitment. Normative commitment refers to an employee's loyalty to the organization and the employee's obligation to the organization. Employee development occurs when the employee is aware of the organization's interest in him or her. Employees were aware of the organization's time and money commitment to their training when they first felt obligated. This creates a sense of loyalty to the group, often known as moral commitment. Employees have a variety of stakes/benefits in their company that is transferred to them when they retire.

Employees' emotional relationship is referred to as continual commitment. Continuous commitment is based on Becker's Bet theory (1960), which states that employees have devoted a significant amount of time to the business and that leaving the organization results in a loss, hence employees express a desire to stay with the company. The time, energy, effort, abilities,

and relationships with other employees that a person invests in the organization are all things that cannot be found at the next job. As a result, staff turnover remains low in the organization, and overall, the organization's performance improves. Because of the employee's experience of loss, this is also a psychological attachment to the organization. Investment and alternative employment are two major characteristics linked to a long-term commitment.

Employee Values

Employee value refers to what an employer expects from an employee in terms of contribution and performance. Effective Employee values help businesses maximize employee performance, keep on board devoted staff, cut down on the cost of new hires, and draw in top talent. In the organization (Talentsoothie, 2010). Attributes and perks have a good impact on the motivation of recruits, causing them to wish to work for the firm and for existing employees to stay. The following are characteristics of employee value proposition, according to the (Corporate Leadership Council).

- Reward
- Constancy
- Growth opportunities
- Future career opportunities
- Admiration
- Administrator Quality
- Collegial work environment

Figure 1: Proposed Model
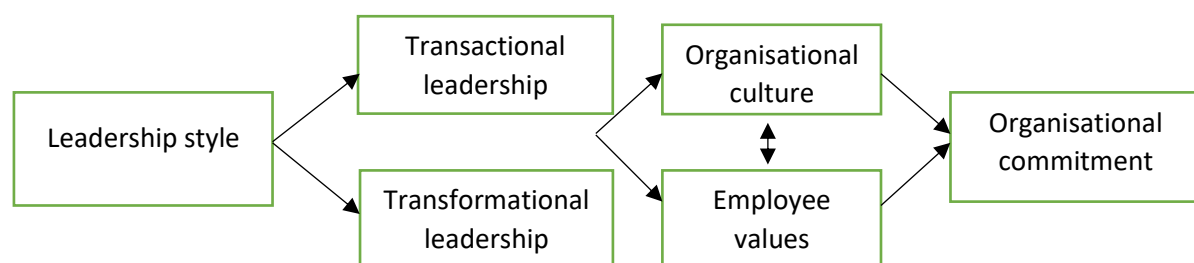
Organizational commitment is treated as a dependent variable in the proposed model, whereas leadership style is treated as an independent variable. The values of employees, which constitute the culture of the company, are used as a moderating variable. Transactional

leadership and transformational leadership were the two types of leadership. Employee values are an aspect of the organizational culture in this model; however, organizational culture also contains other dimensions (continuous learning, quality, etc.) but we will focus on the employees' values in this model.

Literature Review

Sharma (2005) conducted a study on the relationship between the effectiveness of the school principal's leadership style and overall institutional climate and school performance. The findings of the study confirmed that: there is a significant difference between the effectiveness of the school principal's leadership style and overall institutional climate and school performance.

Dhulia (2010) in his study of the relationship between leadership style and organizational climate found a positive correlation between school climate with teachers' job satisfaction. Manjeet (2005) found that a variety of factors including the leadership style of the head determine the job satisfaction of the staff those were, salary, working hours, rewards, etc., and concluded that Principals consider themselves task-oriented and people-oriented, as they have been rated high on both the dimensions of leadership.

Ali (2003) found that the recruited and promoted principals differ significantly in leadership styles, in Delhi schools. The principals selected by the Union Public Service Commission (UPSC) were found to prefer an authoritarian style whereas the principals promoted from the post of vice-principals have been found to prefer a democratic style.

Chirayath and Khalique's (2005) work in Kerala found that the schools with open and autonomous organizational climates have headmasters with Style II leadership, i.e., high task and high relationship; the schools with controlled and paternal climate have headmasters with Style I leadership i.e., high task and low relationship; the schools with familiar organizational climate have headmasters with Style III leadership i.e., low task orientation with high relationship; the schools with closed climate have headmasters with Style IV leadership i.e.; low task and low relationship.

Wiemers (2008) argues that few educational leadership programs exist in India that specifically aim to prepare competent leaders of schools. In his research, in association with Andhra University, on a sample of 51 schools comprising private unaided, aided, government, and municipality schools, in Visakhapatnam, East Godavari, and Vizianagaram Districts of Andhra Pradesh, found that none of the headmasters had received more than a course in educational

management in their undergraduate education program and some of them had not received any training in administration. The most dynamic finding was that 50 of the 51 headmasters interviewed stated that they believed that headmasters should receive specialized training before being given a position in the administration.

Ranjeet (2014) to relate the transformational leadership behavior of Principles with the School climate in Haryana. Results revealed that there is a significant positive relationship between transformational leadership behavior of Principles with School climate. It was found that transformational leadership affects five dimensions of school climate (Teacher's Supportive Environment, Academic and Professional Relationship, Social Support for Students, Teaching and Learning, Safety and Comfort.

Moolenaar, & Sleegers (2010) in findings indicated that transformational leadership was positively associated with schools' innovative climate more principals were sought for professional and personal advice and the more closely connected they were to their teachers, the more willing teachers were to invest in change and the creation of new knowledge and practices.

Ross & Gray (2006) reported that Transformational leadership had an impact on the collective teacher efficacy of the school; teacher efficacy alone predicted teacher commitment to community partnerships, and transformational leadership had direct and indirect effects on teacher commitment to school mission and commitment to the professional learning community. Transformational leadership motivates people to achieve unexpected or remarkable results. It gives teachers autonomy over specific issues.

Purpose of the study

- To study the impact of leadership style on job satisfaction in educational organizations.
- To study the impact of leadership style on organizational commitment in educational organizations.

Methodology

The purpose of the present paper is to review the previous research to create a conceptual understanding of the impact of leadership style on job satisfaction and org commitment. The idea is to understand how a leader's style affects an organization's workforce's commitment. Theoretical support shows that workers' values are a part of an organization's culture and that the culture of the organization is influenced by the leadership style of the organization after addressing all the major study variables. The researcher has gone through many studies related

to the present study to depict the clear status of the impact of leadership style on job satisfaction and organizational commitment. The present paper provides the link between organizational commitment and leadership style and shows how organizational commitment can be raised by leadership style when organizational culture reflects the values of the employees.

Results and Discussion

The effectiveness of an organization or institution is reflected by the leadership style in the organization's communication of policies, rules, plans, regulations, incentives, instructions, and cooperation, as well as the creation of a well-organized workplace environment that benefits employees. Burns (1978), defines transactional leadership as the exchange of relationships between leaders and subordinates, Transactional leadership recognizes and rewards goal achievement while penalizing goal failure. Transactional leadership has three parameters, according to Hellriegel and Slocum (2006): dependent compensation, management by exception (active), and management by exception (passive) (passive). Burn's concept of transformational leadership holds that the leader puts his interests over those of the group and has higher moral integrity. Idealized influence, Inspirational motivation, Intellectual Stimulation, and Individualized consideration are the four I's identified by Avolio and Bass in 1988 and 1994.

Leadership and Organizational Commitment:

Leadership style behavior is essential to the development of any organization (Laohavichien et al., 2009). Employee engagement is influenced by critical thinking and the motivation of subordinates, both of which are fostered through transformational leadership. (Avolio & Bass, 1994). One of the most impacting factors that have a favorable impact on employee dedication among Indian bank employees is transformational leadership (Rai and Sinha, 2000). Several leadership styles studies by (Bateman and Strasser, 1984) found a substantial positive association between leadership and organizational commitment.

Price extended based on this research in 1999, asserting that subordinates' trust and confidence in their leaders leads to increase Worker involvement in their firms. According to Arnold, Basing, and Kelloway (2001), the transformational leadership style helps the leader in gaining the trust and dedication of their workforce. A transformational leader frequently answers problems, which boosts staff commitment and excitement (Lawler, 2003). If the organization's management strives to meet the demands of its employees, the employee's commitment will grow, and the employee will prefer to stay with the company (Hamdia and Phadett, 2011).

If leadership style is thought to be an antecedent of commitment (Blau, 1985) and has greater value for the organization as commitment rises (Blau, 1985), (Willims and Hazer, 1986). Both transformational and transactional leadership are positively connected with work success and happiness, according to Riaz and Haider (2010), however transformational leadership has a stronger and more significant relationship than transactional leadership.

To inspire commitment within the organization transformational leaders, influence people more than transactional leaders do. employees. Intellectual stimulation, inspiration, and idealized influence are all characteristics of transformative leadership that is strongly linked to organizational commitment to norms and emotions. Motivating inspiration and idealized consideration have no significant link with organisational continuous commitment; however, inspirational motivation and individual consideration have a significant and favorable relationship (Lo, Ramayah, Min & Songan, 2010). According to recent research on leadership style and organizational commitment (Marmaya, Torsiman, and Balakrishnan, 2011), Organizational commitment is positively correlated with both transactional and transformational leadership, with transformational leadership having a stronger impact on Malaysian employees than transactional leadership.

Leadership Style and Organizational Culture:

Employee motivation and commitment are influenced by organizational culture, which improves the success of the organization. The literature on culture and leadership has identified several behaviors and attitudes that are influenced by the cultural context. Different workforce conceptions (Bass, Jung, and Avolio; 1999) contribute to this variety, as does leadership style, which differs from cultural diversity (Dorfman et al, 2004). Several studies have shown that there is a correlation between leadership and organizational culture (Bass, 1985; Doherry, 1991; Trice and Beyer, 1991). Bass (1985) studied the effects of a leader's style on culture and discovered that transactional leaders operate within the confines of the current culture, whereas transformational leaders work to align the organization's culture with its goal.

The founder's ideals and views are reflected in the organizational culture, which also determines the organization's features. Muijen, Koopman, and Hartog (1997) identified a positive relationship between transactional and transformational leadership and organizational culture in Hartog, Muijen, and Koopman (1997). Leadership and organizational culture are intertwined, and the leader defines the beliefs, conventions, and behaviors of employees within the culture (Bass and Riggio, 2006). Jogulu (2010) discovered that as an organization's culture

changes, so does its leadership style. Transactional and transformational leadership, according to Schimmoeller (2010), have a positive association with clan and adhocracy culture. Jacky (2004) conducted an exploratory study on transformational leadership and organizational culture for not-for-profit organizations. Transformational leadership has a good impact on cultural values, and it helps organizations establish strong cultures.

Conclusion

Educational organizations must create a strong culture to succeed. Various educational institutions in India are dealing with absenteeism, high staff turnover, and the organization's reputation for a competent workforce, which can be overcome by a strong culture that represents employee values. A strong culture is always represented by and can be formed by leadership, which improves organizational commitment and job satisfaction. With planning and monitoring systems (dashboards) that also evaluate organizational culture, leaders can exert control over their employees. Through the establishment of organizational culture, leaders can minimize ambiguity and promote commitment by emphasizing employee values.

Leaders may create an organizational culture that reflects the employee value proposition in the organization, which has numerous benefits for the organization. When organizational culture and employee value proposition are the same, it increases employee engagement, level of satisfaction, and commitment toward work, especially among newly hired employees. Employee values and a strong organizational culture play a mediating role in the interaction between leadership style and organizational commitment, assisting the organization in boosting commitment, attracting more competent people, and retaining existing employees.

Limitation and Future Research:

The present paper is based on conceptual understanding and not on qualitative and quantitative studies. If the firm has a good management system in place, better results can be obtained through leadership style. Yet, many various elements contribute to commitment in the organization such as innovation, individual initiatives, communication, quality, etc. While receiving other organizational aspects need to be under control for a better outcome. It is also suggested that discussing more issues will allow for the conduct of further research in the educational organization. Future research will be guided by the introduction of new technologies and changes in higher-level management in educational organizations. Research methods, whether qualitative or quantitative, can improve certain other studies. approaches in the educational sector at the primary or higher level.

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