

The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction

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Abstract

This current research investigates the impact of Autocratic and Democratic Leadership style on job satisfaction in private and public school. For this purpose a questionnaire was developed and validated. There were twenty three items in all. The items were based on five point scale (from almost always to almost never).The data were collected from two hundred and five (205) teachers of both public and private schools (one hundred and five public school teachers and one hundred private school teachers). For statistical analysis Mean, Standard Deviation, T-Test, ANOVA, Co relation and Regression Analysis were used. It was found that Leadership style has a positive impact on job satisfaction and public teachers have high level of job satisfaction rather than private teachers.

Keywords: Autocratic, Democratic, Leadership, Job Satisfaction

1. Introduction

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals, a process whereby one person exerts social influence over other members of the group, a process of influencing the activities of an individual or a group of individuals in an effort towards goal achievement in given situations, and a relational concept involving both the influencing agent and the person being influenced.

Effective leadership is the extent to which a leader continually and progressively leading and directing his/her followers to the agreed destination which is defined by the whole group. Bass theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development for a small number of people. These theories are,

1) Some personality traits may lead people naturally into leadership roles. This is the trait theory.

2) A crisis or important event may cause a person to rise to the occasion which brings out extraordinary leadership qualities in an ordinary person. This is the Great events Theory.

3) People can choose to become leaders. People can learn leadership skills. This is the transformational leadership Theory. It is the most widely accepted theory

Leadership style is the pattern of behaviors engaged in by the leader when dealing with employees. Lewin, Lippitt and White (1939) identified three leadership styles which are

- Autocratic
- Democratic
- Laissez-faire.

1.1 Democratic Leadership Style

Although a Democratic leader will make the final decision, he/she invites other members of the team to contribute to the decision making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they deserve and so are motivated to work hard by more than just a financial reward. As participation takes time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market productivity.

The Laissez-Faire Leadership Style

The laissez-faire leadership style involves non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals. However, there is no one best style of leadership. The effectiveness of a particular style is dependent on the organizational situation.

Organization is an entity which is set up for a purpose. Organization can be defined as the human co-ordination of a number of persons or individuals in the service of mutual help for the achievement of common goals through the division of labor and functions, and through hierarchy of authority.

1.2 Objectives of the Study

- To differentiate between Autocratic and Democratic Leadership Styles.
- To investigate the relationship between
 - Style of leadership and sense of belongingness among the workforce.
 - Style of leadership and job related tension.

1.3 Research Questions / Hypothesis

H₀ 1 Workers under democratic style of leadership will show improvement in quality of their work than workers under autocratic style of leadership.

H₀ 2 Workers under autocratic leadership style will experience higher job-related tension than workers under democratic leadership style.

2. Literature Review

2.1 Leadership

A leader is a person who sees something that needs to be done, knows that they can help make it happen and gets started. A leader sees opportunity and captures it. He/she sees future that can be different and better and help others see that picture too. He/she is a coach, an encourager and is willing to take risks today for something better for tomorrow. A leader is a communicator, co-ordinator and listener.

2.2 History

Smith (1998) asserts that if the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. His findings further revealed that democratic leaders take great care to involve all members of the team in discussion, and can work with a small but highly motivated team.

Schwartz (1987) found a high submissiveness among workers in democratic organizations, but those in autocratic organizations expressed frustration and anger. Bales (1970) found two different categories of specialist in work groups. These are task specialist and social-emotional specialist. The task specialist is concerned with the achievement of the group goals while the social-emotional specialist is concerned with maintaining positive social

relationship within the group and motivating the group members to accept the goals of the group. However, a good leader can combine the two roles (Roger & Roger, 1994). The two categories actually distinguished two different style of leadership namely autocratic and democratic. Lewin et al (1939) concluded that democratic style of leadership is the most effective, but Smith and Peterson (1988) pointed that the effectiveness of group leaders is dependent on the criterion which was being used to assess leadership. Thus, if leadership is assessed in terms of productivity, then autocratic style is most efficient but if the role is seen as maintaining good morale and a steady level of work, democratic style is effective. Absence of leadership style brings about lack of direction from the leader resulting in low morale and lack of interest in the work. Hayers (2000) found that workers who fell under pressure reported autocratic supervision on the part of their leaders. The leaders rarely allowed them to participate in the decision making. It was also reported that workers who were under stress also reported harsh supervision and control on the part of their leaders (Hayers, 2000). The availability of social support, both on and off the job, is a crucial determinant of organizational stress (Cohen & Wills, 1985). Apparently, the presence of social support helps reduce the outcome of stress by serving buffer against stressful event that occur at work (Landsbergis, Schnall, Deitz, Friedman & Pickering, 1992). Gender role also affects job tension. Strong feeling of community increases the flow of information among workers (Bruffee, 1993; and Dede, 1996). Workers benefit from community membership by experiencing a greater sense of well-being and support (Walker, Wassermann & Wellman, 1994; and Wellman & Gillia, 1999). Royal and Rossi (1996) opined that sense of community is related to engagement in work activities. There is need for workers to have sense of connectedness which affect the workers' ability to cope. Lack of connectedness breeds loneliness, low self esteem, isolation, low achievement, low motivation and low productivity (Gibbs, 1995). Sense of belonging and the feeling of connectedness indicate the presence of trust relationship and togetherness among the workers (Preece, 2000). The extent to which a job gives an employee opportunity to interact with other co-workers enhances the sense of community at work (Camman, Fischman, Jenkins & Wesh, 1983), but the organizational climate which will pave way for such interaction is determined by the leadership style (Buckner, 1988). Kreitner & Kinicki (1998) observed that lack of support from co-workers goes a long way to contribute to stress in organization which could hinder sense of belonging. Likewise, members of dissimilar groups who experiences trauma cannot feel a sense of connectedness (Ottenberg, 1987). Young and Erickson (1988) noted that workers who experience isolation at work are prone to increased vulnerability to traumatic stress disorders.

3. Research Methodology

In the preceding chapter, it was tried to review the literature related to the problem. This chapter consists of methodology used for the study.

3.1 Research Population

The population of the study was the male and female teachers of different schools of the city both public and private. It was decided to include population of different ages and education.

3.2 Sampling Technique

Sampling Techniques helped to select representative units from which data could be gathered. It helped to draw inference about the nature of the entire population. Participants/sample of the study was selected on convenient sampling techniques basis. Participants of the study were 205 randomly selected teaching staff comprising of both male and female both from private and public schools. They were comprised of junior and senior ones. Their age ranged between twenty and fifty-five years while the minimum educational qualification of the teachers was the intermediates.

3.3 Pilot Testing

For pilot testing, the questionnaire was administered to twenty teachers (ten from public schools and ten from private schools).two questions were deleted and three were added up to the part A of the questionnaire where as five questions were deleted and only one was added to the second part of the questionnaire by the researcher. Finally there were twenty three items in the tool.

For the collection of data regarding the study researcher visited nearly fifteen schools of Lahore both private and public.

3.4 Research Variables

Leadership styles (autocratic and democratic) was the independent variables while the dependent variable was job-related tension.

4. Data Collection

This research used the primary and secondary data. The instrument used for the collection of the primary data was questionnaire containing questions to measure the effect of autocratic or democratic leadership style on workers.

The secondary data constituted relevant literature such as journals, reports internet and related books which contributed to the development of study.

4.1 Statistical Analysis

The following statistical were used,

1. Mean
2. Standard deviation
3. Correlation
4. T-test
5. ANOVA.
6. Regression Analysis

4.2 Data Analysis and Interpretation

The study was conducted to investigate “The impact of autocratic and democratic leadership style on job satisfaction” with a sample of 205 teachers both male and female of public and private schools. The data was collected through questionnaire and the collected data was analyzed through computer software SPSS version 13.

Leadership style correlated with job satisfaction-the correlation is .249, $p < .001$, indicating that there highly significant positive relationship found to be between leadership style and job satisfaction in terms of their mutual connection. The higher the employees score are on democratic type of a leadership style, the more job satisfaction they will seek. thus it is concluded leadership style yield healthy degree of impact upon the employees satisfaction and quality improvement as indicated by the trend line and further the hypothesis that leadership style constitute effect on satisfaction and quality proven to be true.

A reliability analysis using the Cronbach’s Alpha was performed to determine to what extent items are related to each other. The reliability indices reveal that all of the two factors items are greatly connected with each other and measuring the same construct.

4.3 Distribution of Item Means of Leadership Style Factor

Table 1 shows that for total 205 employees the mean score is 3.85 (SD = 1.19) that indicates that in democratic leadership style employees have courage to share their mistakes with their leaders so that they can have better opinion from their leaders.

Table 2 shows that for total 205 employees the mean score is 3.85 (SD = 1.19) . It shows that democratic leader knows how the employees can use their creativity and ingenuity to solve the organizational problems as the prosperity of the organization means the prosperity of the employees. Whenever you make a mistake your leader politely tell you and advise you not to do it again

Table 3 Table shows that for total 205 employees the mean score is 3.70 (SD = 1.11). It shows that employees are of the view that democratic leaders behaves politely and advise their employees for not doing mistakes again and they should be careful.

- Your Leader asks for the ideas of employees for up-coming plans and project.

Table 4 shows that for total 205 employees the mean score is 3.66 (SD = 1.14). It indicates that democratic leader gives preference to take ideas of the employees for coming projects and plans for making better decision.

- Your leader allows you to determine what needs to be done and how to do it in your assignment.

Table 5 shows that for total 205 employees the mean score is 3.60 (SD = 1.14) It shows that whenever assignments are given to employees, democratic leader leaves it to the employees to suggest by themselves what they would like to do and how they feel easy for its completion.

- About any matter/decision, suggestions of the employees are also considered

• Tabl 6. shows that for total 205 employees the mean score is 3.59 (SD = 0.93) It shows that democratic leader collects the suggestions of the employees for about any kid of decision .The suggestions of the employees are also considered which increases the sense of ownership of the organization by the employees and enhances their interest in their jobs.

6. Leader considers the suggestions of the employees while making a decision

Table 7 shows that for total 205 employees the mean score is 3.52 (SD = 1.03). It shows that for decisions of the organization, democratic leader considers the suggestions of the employees.

7. Your leader create an environment where the employees take ownership of the project and he/she allows you to participate in the decision making process.

Table 8 Distribution mean and Std.deviation

Table shows that for total 205 employees the mean score is 3.46 (SD = 1.10). It shows that democratic leader always tries to create such kind of environment in which all employees feel easy to work and they are asked to participate in decision making in organization mattes this create a sense of ownership among the employees and they work more enthusiastically. Whenever there is difference in expectation your leader works with you to resolve it.

8. Employees are threatened or punished if they do wrong or mistakes have done by them in order to achieve organization goals.

Table 9 shows that for total 205 employees the mean score is 3.46 (SD = 1.10). It shows that in democratic leadership environment, leader always tries to solve any kind of differences in expectation

Table shows that for total 205 employees the mean score is 3.39 (SD = 1.18). It shows that in autocratic leadership style employees are always threatened or punished if they make mistakes because the organization wants to achieve its goals.

9. Employees always vote whenever a major decision has to be made

Table 10 shows that for total 205 employees the mean score is 3.11 (SD = 1.17). It shows that voting is also done before taking any major decision for the organization.

10. For a major decision to pass in the department/organization. It has the approval of the employees.

Table 11 shows that for total 205 employees the mean score is 2.89 (SD = 1.24) .It shows that in autocratic leadership style, leaders implement their decisions on the employees and do not consider the opinion of their employees.

11. Your leader likes the power that he/she holds over his/her subordinates

Table 12 shows that for total 205 employees the mean score is 2.50 (SD = 1.19). It shows that democratic leader does not like the powers that he/she holds over their employees.

12. Your leader considers his/her decision as final

Table 13 shows that for total 205 employees the mean score is 2.24 (SD = 1.18). It shows that democratic leader does not consider his/her decision as a final.

Overall statistics

Table 14 illustrates that overall mean of the factor leadership style is 3.34 indicating that employees facing generally a democratic sort of a leadership from their leaders. Employees reported that they do inform the leader if something goes wrong, and the leader have polite dealings with the employees and have trust on them. According to the employees leader also considers suggestions, allows participating in decisions, and works with to resolve problems. Employees showed that the leaders likes the power, considers their decisions as final and they do not been consulted when major decisions announced.

Distribution of Item Means of Job Satisfaction Factor

Do you like to go to your job?

Table-15-shows that for total 205 employees the mean score is4.64 (SD = 0.66) . It shows that employees are satisfied in democratic leader ship style and they like to go to their jobs.

16. Do you think about the betterment of your organization and share your ideas with your leader?

Table 16 shows that for total 205 employees the mean score is 4.06 (SD = 1.02) . It shows that in democratic leadership environment employees think about the betterment of their organization and for its betterment share their ideas with their leaders.

17. Do you feel that you are a apart of the organization and for its betterment you can take spot decisions?

Table 17 shows that for total 205 employees the mean score is 3.93 (SD = 1.13) . It shows that while working with democratic leaders employees feel that they are a part of the organization .This creates a sense of ownership among them and they take spot decisions.

18. Do you have liberty to exercise your decisions to fulfill your commitments?

Table 19 shows that for total 205 employees the mean score is 3.88 (SD = 1.05). It shows that in democratic leadership styles, employees are free to take decisions by themselves for the completions of their commitments.

20. Do you feel sick/uneasy while doing your jobs

Table 20 shows that for total 205 employees the mean score is 3.86 (SD = 1.28). It shows that in autocratic leadership style employees feel uneasy while doing their jobs.

21. Do you like to do extra time to your job so that your assignments can be finished early/in time?

Table 21 shows that for total 205 employees the mean score is 3.74 (SD = 1.13). It shows that in democratic leadership style employees work freely and with peace of mind, they like to do extra time to your job so that your assignments can be finished early/in time.

22. Can you talk freely about any matter to your leader?

Table 22 shows that for total 2005 employees the mean score is 3.46 (SD = 1.15). It shows that employees talk freely with their leaders who are having democratic leadership style about any matter.

23. Do you want to change your job and have better than this job?

Table 23 shows that for total 205 employees the mean score is 3.31 (SD = 1.54). It shows that while working with democratic leader, employees are satisfied and they do not want to change their jobs for better jobs.

24. Do you think that you will never change this job?

Table- 24-shows that for total 205 employees the mean score is 3.29 (SD = 1.53). It shows that as employees are satisfied with their democratic leader and working environment, they do not like to change their jobs.

25. Overall factor statistics

Table 25 illustrates that overall mean of the factor leadership style is 3.80 indicating that employees facing generally a democratic sort of a leadership from their leaders. Employees reported that they are satisfied with their jobs and they do not think or like to change their jobs for more better jobs. According to the employees leader also allows them to take part in making decisions, and their implementations to resolve problems. Employees showed that they like to go to their jobs.

5. Conclusion and Recommendations

The study was aimed to find the relationship between leadership style and job satisfaction among the teaching staff comprising of both male and female from public and private schools of Lahore. The main objective of the study was to find out the relationship between leadership style and job satisfaction. For this purpose, the questionnaire was developed; there were 23 variables in all. All questions were close ended. It was administered to 205 school teachers both male and female of public and private schools of Lahore. The data was analyzed through SPSS and the findings, conclusion and recommendations are given below. The study will help us to find out the impact of leadership style on the working and output of employees and their job satisfaction. The male and female have same level of job satisfaction. As both work in similar position Public teachers have high level of job satisfaction because in private sector job is not secure as it is in public sector. Leadership style has a positive impact on job satisfaction. People like to work in free atmosphere where they can share and exchange their views. Employees tell their leaders fearlessly in case of any thing wrong. This creates a sense of ownership among the employees that gives them satisfaction.

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Table 1. Distribution Mean and Std.deviation

No	Variables	N	Mean	Std.deviaton
12	Whenever something goes wrong you tell your leader fearlessly.	205	3.85	1.19

Table 2. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
11	Your leader thinks that you know how to use your creativity and ingenuity to solve organization problems	205	3.85	1.19

Table 3. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
	Whenever you make a mistake your leader politely tell you and advise you not to do it again	205	3.70	1.11

Table 4. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
10	Your leader allows you to determine what needs to be done and how to do it in your assignment.	205	3.60	1.14

Table 5. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
3	About any matter/decision, suggestions of the employees are also considered	205	3.59	.93

Table 6. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
5	Leader considers the suggestions of the employees while making a decision	205	3.52	1.03

Table 7. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
13	Whenever there is difference in expectation your leader works with you to resolve it.	205	3.46	1.10

Table 8. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
14	Employees are threatened or punished if they do wrong or mistakes have done by them in order to achieve organization goals.	205	3.39	1.18

Table 9. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
4	Employees always vote whenever a major decision has to be made	205	3.11	1.17

Table 10. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
7	For a major decision to pass in the department/organization. It has the approval of the employees.	205	2.89	1.24

Table 11. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
2	Your leader likes the power that he/she holds over his/her subordinates	205	2.50	1.19

Table 12. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
9	Your leader create an environment where the employees take ownership of the project and he/she allows you to participate in the decision making process.	205	3.46	1.10

Table 13. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
1	Your leader considers his/her decision as final	205	2.24	1.18

Table 14. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
Total	Overall statistics	205	3.34	.55

Table 15. Distribution Mean and Std. deviation

No	Variable	N	Mean	Std.deviation
1	Do you like to go to your job	205	4.64	.66

Table 16. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
9	Do you think about the betterment of your organization and share your ideas with your leader?	205	4.06	1.02

Table 17. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
6	Do you feel that you are a apart of the organization and for its betterment you can take spot decisions?	205	3.93	1.13

Table 18. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
4	Do you have liberty to exercise your decisions to fulfill your commitments?	205	3.88	1.05

Table 19. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
5	Do you feel sick/uneasy while doing your jobs	205	3.86	1.28

Table 20. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
2	Do you like to do extra time to your job so that your assignments can be finished early/in time?	205	3.74	1.13

Table 21. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
7	Can you talk freely about any matter to your leader?	205	3.46	1.15

Table 22. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
3	Do you want to change your job and have better than this job?	205	3.31	1.54

Table 23. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviaton
8	Do you think that you will never change this job?	205	3.29	1.53

Table 24. Distribution Mean and Std.deviation

No	Variable	N	Mean	Std.deviation
Total	Overall factor statistics	205	3.80	.55

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.249 ^a	.062	.057	.54301

a. Predictors: (Constant), leadrpsm

b. Dependent Variable: jobstm

The above table shows that the Sum of Square of Residual is 0.62, which is moderate and standard error of estimate is 0.54301.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.887	.253		11.429	.000
leadrpsm	.273	.075	.249	3.664	.000

a. Dependent Variable: jobstm

The estimated Regression line is $Y = 2.887 + 0.273 X$ which shows that if the $X=0$ the Y will be 2.887 and With 1% increase in the variable X there will be 0.273 % increase in variable Y .

Table 25. Regression Analysis Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3554	4.1165	3.8022	.13931	205
Residual	-1.34030	1.20014	.00000	.54168	205
Std. Predicted Value	-3.207	2.256	.000	1.000	205
Std. Residual	-2.468	2.210	.000	.998	205