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How leadership style creates an impact on job satisfaction level of employees in an organization

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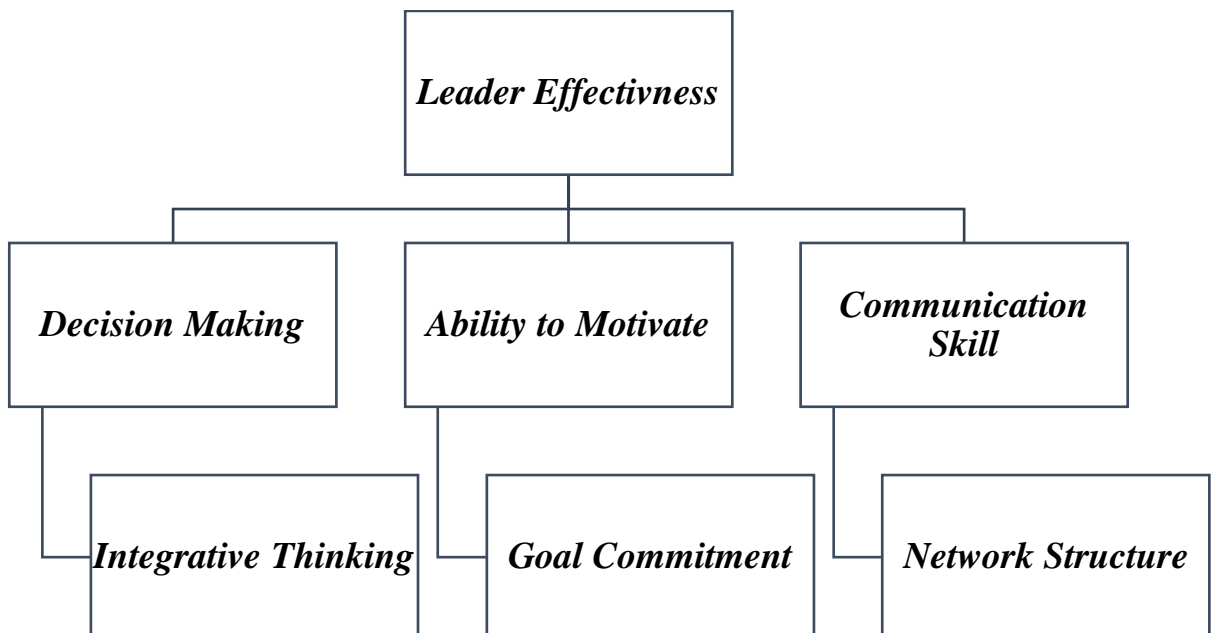
Abstract---In this study, we tried to show how a good leader positively impacts employees, which leads to job satisfaction while working in an organization/business. Under this study, we are trying to examine the meaning and importance of Leadership towards job satisfaction of employees, how good leadership help in helping their employees, and they feel satisfied with their current working job. This study is based on two leadership styles: Responsible Leadership Style and Ethical leadership Style. A reliable leadership style shows a relationship between the leaders and their stakeholders; under this style, a leader must analyze stakeholders' needs and wants. Ethical leadership style is when a leader has to do their moral duties and work with honesty; under this style, the leader tries to make fair decisions in the organization and make a positive environment for employees. Based on this study, we are wanted to highlight how a leader is essential for every organization. If there is a good leader in the organization, employees can feel comfortable to share their views and problems related to their job.

Keywords---Leadership, Job Satisfaction, Responsible Leadership, Ethical Leadership.

Introduction

“Leadership” comes along with a "leader," and a "leader" is when a person has capabilities or skills that other people want to listen to them and are willing to work according to that person, these are the traits of a good leader. Leadership style is when the Leader creates a particular direction, and their subordinates follow that direction; the Leader constantly motivates and guides their associates while working in any field. It is imperative to be a good leader in every parcel or organization because a good leader can efficiently conduct their subordinates and help them maintain positivity. According to Northouse (2007), Leadership is when individual influences other people or employees in a group with a common goal. Leadership is the social infliction of subordinate/person involuntary basis that leads to their common goal Nanjundeswaraswamy and Swamy (2014). A leader who has wisdom and self-awareness that (leader) can influence their follower very easily and their follower is willing to work according to that leader Jeannet Weyers, (2010).

Table 1



An effective leader should have all these qualities then they can easily be convinced and motivate their subordinates. They are willing to act according to their Leader's instructions. This given fig shows what quality one should have in person makes them effective Leader.

Leaders should have practical decision-making skills with integrative thinking, which helps them think wisely and be more visionary. Motivating another person

is also an essential skill that a leader should have. If leaders can quickly motivate their subordinates or employees, this can convince another person to be achieving their goal commitment.

Communication that leader will be a good asset for any organization or business because when there is good communication, and a leader establishes a network structure; they can guide others and competence in making good communication between employees and the organization. Leadership style is very effective which creates focus between employees and a vision of new learning Sethuraman and Suresh (2014).

Role of Leadership in Job satisfaction

Job satisfaction is an employee's personal feeling regarding their current working place. When employees work in an organization, they need someone to support or understand them better than their higher department. One person should convey (employees) their messages or personal feelings to higher authorities. In that situation, the "Leader" understands employees' feelings and their unique/professional problems and acts as a middleman between the organization and its employees, helping them find solutions. Leadership is when one person is known as a leader that person has been chosen by their subordinates or co-workers to represent their thoughts, views, or problems with higher authorities on behalf of the team. A leader will understand their co-worker or employees' problems/ hurdles while working in that organization. Discuss their things with higher for making a proper solution for them leads to employee satisfaction and employees are willing to work under his Leadership and their environment. The main aim of every Leader is to understand their subordinates, Lead them in every situation, guide them and motivate them at their workplace. When employees work in the organization, they have to face lots of troubles while working in the organization. It can be personal or professional, and when they find a person who always understands their thing, they feel more motivated and willing to work in that organization. The Leader always creates an appositive impact on employees, because when a leader directly interacts with employees or subordinates. They feel comfortable with them and are willing to share their experiences. We can say that leaders' capability in creating a positive impact on employees and help their satisfaction at their workplace.

Responsible Leadership (RL)

Responsible Leadership is when a leader has responsibility for business sustainability and accounting to their stakeholders, employees, clients, partners, organization environment, and feature-related decisions Prof Thomas Maak and Prof Nicola M. Pless in the year (2006). Under Responsible Leadership, the Leader is the one who is responsible for all the things whatever is happening in that organization or business, and they have to take charge if anything happening in that organization (Thakur and Sharma, 2019). In an accountable leadership style, the Leader has to fill all the needs and wants of stakeholders and other organization members. They are the one who always has to make sure that their employees, clients, stakeholders, subordinates are satisfied with their things and or not. If they are not confident in any situation, then-leader has to prove all those things

whatever they expect from that organization. The Leader is the one who has to take care of all the consequences and decision-making things in the organization. That leadership style is like a power that comes with a huge responsibility. Responsible Leadership also plays a significant role in employees' job satisfaction because the Leader is the only person who better knows about their subordinates or their employees. A leader takes responsibility for their subsidiaries and provides a comfortable life in their present organization, leading to employee satisfaction. As we all know that "authority" comes with "responsibility," and "responsibility" comes with "accountability." The Leader has always authored to guide/ lead their subordinate or employees according to them and is responsible for all those circumstances if anything happens to them. The Leader has responsibility for providing a comfortable environment in the workplace. They have the accountability to give proper feedback for the work they assign and input to those subordinates or employees working for them. Responsible Leadership is when a Leader is responsive to whatever is happening in the organization and their employees. An accountable leadership style is when leaders always lead their subordinates or employees in the right direction. Being honest with them help in creating healthy relationships between the organization and their other members.

Table 2



The Effect of Responsible Leadership on Job satisfaction

Job satisfaction is all about employees' pride in their current working place. When an effective leader can help employees and is better related to them, they feel a more secure and personal attachment towards that particular job. Under the Responsible leadership style, where 'leader' is the one who has to take care of everything that is happening in the organization in this situation. When Leader takes responsibility for their subordinates and co-workers, which shows their dedication to their work, leading to employee satisfaction. The Leader has to make sure that they are doing their job correctly and providing all the necessary services to their subordinates or co-workers to do their work in a healthy environment. They feel satisfied and will work in that organization/business.

Ethical Leadership (EL)

Ethical leadership style is when leaders have done their duties and given work with genuine honesty and a positive attitude. In this style, they are always faithful to their subordinates or employees. They consider good things equal to right. Bad thing equals wrong Sims, (1992). Ethical Leadership provides the right direction to their employees as well organization for achieving its goals Kanungo & Mendonca, (1996). Under this style of Leadership, a leader always has to make fair decisions and do what is right for their organization and their subordinates or

employees. Leaders have come out with positive motivation towards their employees or subsidiaries and guided them to complete their work honestly and positively. Ethical Leadership shows us that whatever work is done in an organization should be done with honesty, positive energy, and the welfare of everyone. Ethical Leadership is when leaders lead their employees with core values and always encourage them to do right things in their life as well in the organization; these things help them maintain a powerful bond with their subordinates or employees that makes their communication even more better for them. In this style of Leadership, leaders have to do all these things (Thakur, Verma, and Sharma, 2021).

A leader has always to respect their subordinates or employees,
Leaders have to make serve their subsidiaries with honesty.
Leaders have to always be fair towards their subordinates.

The Leader has to build strong communication between all the organization members.

The Effect of Ethical Leadership (EL) on Job satisfaction

Ethical leadership style is when a leader has done their given duties with proper justice and honesty. Leader has always been truthful towards their subordinates or co-workers; they always know what should be best for them and always do that thing. In job satisfaction, employees expect that kind of Leader who is honest towards them to feel secure in their current job. Under this leadership style, employees feel that their Leader is always doing the right thing for them. Ethical leader style is where 'leader' is always doing fair treatment towards their supporters. They were tried to maintain two-way communication between them; there is an honest and cordial relationship between the leader and their subordinates Thakur et al., 2020. These are the thing that makes employees feel comfortable in their present organization and satisfied with their current job. During the Covid-19 pandemic employees as well as customers faced problems in their profession/personal lives, under that if the company is using an ethical leadership style, the employees do their duties with honesty and dignity Kaur et al., 2021

Conclusion

Leadership is when a person can lead other people and work according to that person. Leadership comes with authority, responsibility, and accountability; if a leader follows these steps, they become a good leader. A leader creates an impact on other people. A good leader also creates a healthy and peaceful environment in the organization. So that employees feel comfortable and willing to work in that organization, this leads them to job satisfaction because (job satisfaction) is all about employees' feelings and willingness to work in their current organization Dayal and Verma, (2021). We can say that good Leadership creates a powerful impact on employees' job satisfaction. If the Leader is truthful and honest towards their subordinates or employees, they are fully trusted and feel secure in their current job. Under this style of leadership 'Leaders' also help in maintaining customer relationships by knowing their needs and preferences of them (customer) Dayal et al., 2021.

Under this study, we have discussed two styles of Leadership, in which we have mentioned the Responsible leadership style and the Ethical leadership style. Responsible Leadership is that under which leaders take all the responsibilities for whatever is happening in the organization. Under which leaders have to take care of all the things that will be happening in between as well as outside of the organization. A leader is the one who has to full fill all the needs of employees, partners, and stakeholders taking decision making in an organization or business. Under the Ethical leadership style, the 'Leader' is the one who has to do their work with proper ethics and take the right decision for the organization as well as its employees. Through this study shows that both leadership styles help HR Managers (Human Resource Management), in maintaining healthy relations between the organization and employees also in the growth of an organization as well as employees Dayal and Thakur (2021). During this Covid-19 situation where everyone using an online platform for their work where CRM software help employees provide better services for customers and this entre work can be done under the supervision of a good leader, we can say that if the Leader is good work has been done smoothly in the organization Dayal et al., 2021

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