

LEADERSHIP STYLES AND QUALITY OF WORK LIFE IN SMALL AND MEDIUM SCALE ENTERPRISES OF KUMOUN REGION OF UTTARAKHAND

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Abstract *The present study tries to identify the relationship between leadership styles and quality of work life of the employees of SMEs. The study was conducted in 30 SMEs of Kumoun region of Uttarakhand. The main tool used in this study was questionnaire. Two leadership styles i.e. transformational and transactional leadership and eight constraints of quality of work life i.e. salary structure, health and safety, developmental opportunities, job security, social cohesion, individual rights, social communication, and the work and overall living space are considered and analysed. The result shows that organisations needs to provide equal salary for same kind of work, must ensure job security of employees and provides more individual rights so that employees will be able to improve their work life balance.*

Keywords: *Leadership, Transformational Leadership, Transactional Leadership, Quality of Work Life*

INTRODUCTION

The small and medium sized enterprises sector plays a vital role in the economy of Uttarakhand. This is especially relevant to reduce the level of unemployment. According to Ou (2006), Office for National Statistics (2009), Ergas and Orr (2007), Organization for Economic Co-operation and Development (2005), National Development and Reform Commission (2007), the SME sector is a major contributor to technical innovation and new product developments. According to Meredith (2001), ATO (2004), and Schaper and Volery (2004), small and medium enterprises are considered those enterprises which have fewer than 250 employees. In distinguishing between small and medium sized enterprises, the small enterprise is defined as an enterprise, which has fewer than 50 employees. These businesses are often referred to as SMEs and are traditionally associated with owner operators. SMEs play an important role in reducing unemployment, poverty alleviation and economic development of a country. According to Rogerson (2001a), SME enterprises are of vital importance for the promotion of economic growth, job creation and the mitigation of poverty. In this paper, we will try to identify the impact of leadership styles on the employees of small and medium sized enterprises.

Leader refers to a person who instructs and guides his/her team members in a way that his team members would be able to achieve the predetermined goals effectively and efficiently. Leadership influences behaviour of the individuals. It has an ability to attract others and to make them follow the instructions. Leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group objectives. Leadership style may affect the performance of the employees of an organisation. There are several kinds of leadership styles viz. autocratic, democratic, laissez-free, transformational, and transactional leadership styles. The selection of leadership style depends upon the objects of the organisation.

In this paper, we study the impact of transformational and transactional leadership styles on the performance of the employees of small and medium sized enterprises and how these styles affect their work life balance. Transformational leaders show performance beyond expectations. They expand the follower's self-interest, his portfolio of needs, capable enough to elevate the follower's needs. They try to bring change, innovations and entrepreneurship among team members. The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. Such type of leaders motivates followers by

appealing to their self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organisation. In transactional leadership style, the leader sets SMART (specific, measurable, attainable, realistic, and timely) goals for their followers.

Table 1 shows the views of different researchers on leadership styles. It also indicates the components on which the leadership style has more impact.

Table 1: Leadership Styles and Components on Which Leadership Styles Effect

Author	Dimensions of Leadership Styles	Components	Types of Industries	Outcomes
Berson and Linton (2005)	1. Transformational leadership 2. Transactional and non-transactional leadership 3. Laissez-Faire leadership	Employee satisfaction	Telecommunication firms	Impact of transformational leadership styles is more significant to establish quality environment in the research and development part of telecommunication firms.
Yuan, Victor, and Soutar (2005)	1. Transformational leadership 2. Transactional leadership	Job performance, deontology ethical approach, teleology ethical approach.	All types of SMEs in Singapore	The result indicates that the ethical behaviour of leader have an important mediating effect between their leadership styles and job performance of employees.
Pedraja-Rejas, Rodriguez-Ponce, and Rodriguez-Ponce (2006)	1. Participative style 2. Supportive style 3. Instrumental style	Effectiveness	SMEs in Chile	Supportive and participative leadership styles have a positive influence on effectiveness in SMEs. Instrumental leadership has a negative influence on effectiveness in small organisations.
Omolayo (2007)	1. Autocratic leadership style 2. Democratic leadership style	Job related tension and psychological sense of community in work organisations.	Manufacturing organisations Lagos state, Nigeria.	Results shows that workers under democratic leadership style do not experience higher job related tension than workers under autocratic style of leadership. Also, workers under autocratic style of leadership do not experience higher sense of community than workers under democratic style of leadership.
Long and Mao (2008)	1. Transformation leadership 2. Transactional leadership	Organisational change	Employees from different types of private and public organisations in China.	The findings indicate that both transformational leadership and transactional leadership have positive impact on organisational change.
Ye, Junye, and Yan (2011)	1. Transformational leadership 2. Transactional leadership	Innovation climate, job independency, job challenging.	Employees of high-tech corporations in Hebei.	The empirical study show that employees' perceptions about transactional or transformational leadership style of executive both have highly positive correlation with perceptions about executive's encouragement factors of its innovation climate. Between them, transformational leadership style has had a higher influence on cognition of leader's motivation.

Source: Nanjundeswaraswamy and Swamy (2014), Leadership Styles.

LITERATURE REVIEW

Leadership Styles

Omolayo (2007) states that leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organisational goals. As we all know that the current business environment is rapidly changing and number of advancement is happening day-to-day, so it is necessary for the leader to establish harmonious relationship with their employees in order to achieve the organisational goals most efficiently and effectively. According to Smith (1998), 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. Smith further conducted a study and 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. Barchiesi and La Bella (2007) measure the leadership effectiveness, leadership role, and its influence on performance, behaviour, and attitudes. It was found that high leadership indexes are not related to past performance records, but it is associated with higher potentiality of enhanced performance and higher reputation of organisation pointing in the direction of a meaningful influence of behavioural complexity and dynamics on the leadership perceived level. Voon, Lo, Ngui, and Ayob (2011) used several factors to identify the relationship between leadership styles and employee job satisfaction. The factors used in this research include salaries, job autonomy, job security, workplace flexibility etc. The study revealed that transformational leadership style has a stronger relationship with job satisfaction.

According to DuBrin (2001), leadership style is the relatively consistent pattern of behaviour that characterises a leader. In current scenario, working environment is rapidly changing. In such case, leadership plays a vital role in the success of an organisation. According to Nahavandi (2002), different leadership styles may affect organisational effectiveness and performance. According to the Oladipo *et al.* (2013), the success or failure of an organisation, nation and other social units has been largely depends up on the nature of their leadership style.

The two important types of leadership are transformational leadership and transactional leadership. Transformational leadership style concentrates on the development of followers as well as their needs. It means transformational leaders tend to provide necessary skills and resources to their followers so that they will be able to fulfill their needs. According to Jung and Sosik (2002), the concept of transformational leadership was introduced by James Macgregor Burns in 1978 in his descriptive research on political leaders, but

its usage has spread into organisational psychology and management with further modifications by B. M. Bass and J. B. Avolio. According to Ismail *et al.* (2009), managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities. According to Bass (1997), the aim of transformational leadership would be to 'transform' people and organisations inside a literal sense – to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behaviour congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building.

Robbins and Coulter (2007) state that a transformational leader is a person who stimulates and inspires followers to achieve extraordinary outcomes. Transformational leaders would be those who inspire their followers to put out extra effort to achieve group goals. According to Warrilow (2012), Transformational leadership theory is all about leadership that creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole. Warrilow (2012) identified four components of transformational leadership style i.e. charisma or idealised influence, inspirational motivation, intellectual stimulation, and personal and individual attention.

Another type of leadership is transactional leadership. Transactional leadership is also known as managerial leadership. It mainly focuses on the role of supervision, organisation, and group performance. Transactional leadership is a kind of leadership in which the leader promotes compliance of his followers through both rewards and punishments. Transactional leaders pay attention to followers' work in order to find faults and deviations. In transactional leadership, there is a provision of reward for good work and punishment for bad work.

According to Jung (2001), transactional leadership in organisations plays an exchange role between managers and subordinates. Howell and Avolio (1993) state that transactional leadership style is understood to be the exchange of rewards and targets between employees and management. Bass and Avolio (1990) explained transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement. According to Yang (2007), transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences. Kahai *et al.* (1997) found that group efficacy was higher under the transactional leadership condition. According to Burns (1978), transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organisational rewards and punishments to influence employee performance.

Quality of Work Life

In the 21st century, globalisation and advancement in technology have changed the working environment in an organisation. But, we can't ignore human resources in such environment because human resources are the most valuable asset of an organisation. According to Walto (2007), quality of work life (QWL) was an important approach to save human and environmental values which has been ignored due to technological advancement. A number of researches had been done in past on quality of work life which shows that QWL is an important part of an organisation. According to Hashemi and Mozaffari (2010), quality of work life (QWL) refers to the level or degree of satisfaction, motivation, beneficial involvement, and the individual commercial commitment in the workplace.

Wayne (1992) and Arifin (1999) identified two views on the meaning of quality of work life (QWL) in their research. The first reveals the quality of work life (QWL) is a number of circumstances and practices of organisational goals i.e. job enrichment, democratic supervision, involvement of workers, and safe working conditions. The second claims quality of work life (QWL) is perceptions of employees to feel safe, relatively satisfied and to have opportunity to grow and develop. According to Jewell and Siegel (1990), quality of work life (QWL) refers to the influence of overall employment situation towards an individual. To describe the influence of the quality of work life towards individuals, Jewell and Siegel (1990) describe the concept of quality of work life with negative indicators, i.e. two symptoms of low quality of work life (QWL): boredom and loss of working motivation (burnout). In their writing, Jewell and Siegel (1990) cited the results of research conducted by Smith (1953) that one characteristic of boredom is day-dreaming at work. With the help of quality of work life (QWL), management of an organisation will be able to collect necessary information about the welfare of their employees, such as employee commitment, job satisfaction, general well-being, work related stress, and the home-work interface. Worrall and Cooper (2006) reported that a low level of well-being at work is estimated to cost about 5 to 10 percent of gross national product per annum.

Quality of work life depends upon working environment of an organisation. According to Kahn (1981) and Macarov (1981), work environment consists of several features i.e. democracy, task content/ physical features of the job, quantity and quality of leisure time created by the job, and promotion. It shows that QWL mainly emphasised on employee welfare and well-being. Kalra and Ghosh (1984) state that physical working environment of the organisation i.e. safe and healthy working conditions must be focused for the well-being of employee. Cooper (1980) considers security, equity, and individuation of the employee as important features of

quality of working experience. Metz (1982) determines job security, good pay and benefits as the features of quality of work life. He states that these features must be considered for the welfare and well-being of the employee. Walton (1974) identifies two another features of quality of work life i.e. social relations and social integration.

Work scheduling and the sociology of work life also affect the quality of work life (QWL) of an employee. White and Bednar (1991) state that work life balance involves the ability of an employee to have a meaningful daily work life in a state of self-achievement, satisfaction, and enjoyment derived from the positive association between the employees' emotional-self and his/her work, friends, family. Work should be designed so that employees' work schedules, career demands, and travel requirements do not take up leisure and family time on a regular basis. According to Schermerhorn (1996), a good job design creates opportunities for workers to achieve high levels of job performance. Hodgetts and Luthans (2000) defined job design and said that a job design consists of a job's content, the methods that are used on the job and the way in which the job relates to others in the organisation. The job design typically is a function of the work to be done and the way in which management wants the job to be carried out.

RESEARCH METHODOLOGY

The study was conducted in 30 small and medium enterprises of Kumoun region of Uttarakhand. These SMEs consist of a total of 460 employees. The study was conducted with the help of questionnaire and FGDs. Out of 460 questionnaires, a total of 370 questionnaires were received and 330 questionnaires were valid and fully compiled by the respondents. 40 questionnaires were not filled properly by the respondents and did not contain relevant information, so they were rejected. The sample was selected from those SMEs which utilise transactional and transformational leadership styles. The sample was collected in the months of May and June as per the suitability of the respondents.

CONCEPTUAL MODEL

To conduct this study, a conceptual model was prepared. In this research, total eight constraints were used to determine the quality of work life of employees i.e. adequate and fair salary, health and safe working conditions, opportunity for immediate application and development of human talent, opportunity for security and constant growth in the future, social cohesion in the organisation or work, individual rights in the organisation of work, the work and the overall living space, and social communication in work life. On the other hand, two leadership styles were focused namely, transformational leadership style and transactional leadership style. Fig. 1 depicts the conceptual model of the study.

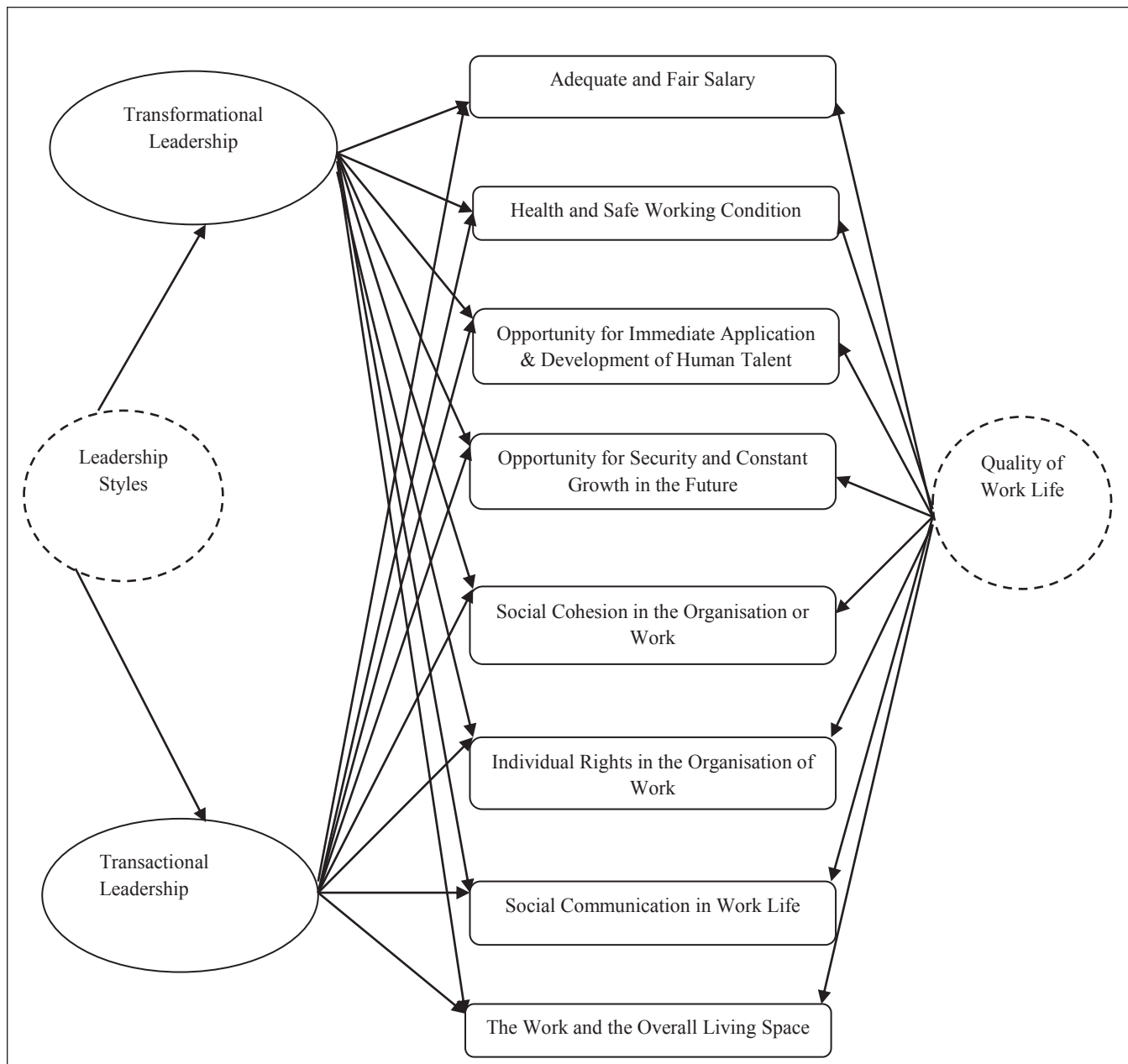


Fig. 1: Conceptual Model of Leadership Styles and Quality of Work Life

DATA ANALYSIS AND INTERPRETATION

unsatisfied with their salary structure. Table 2 shows the detail.

Salary Structure under Transformational and Transactional Leadership

Out of 320 respondents, only 120 respondents were satisfied with their salary structure and 200 respondents were

Table 2: Job Satisfaction with Respect to Salary

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Salary	Satisfied	120	36.36	104	31.52
	Unsatisfied	210	63.64	226	68.48
Total		330	100	330	100

Source: Primary data

The data shows that a majority of respondents i.e. 63.64 percent are not satisfied with their salary structure in SMEs. Only 36.36 percent respondents are satisfied with their salary structure under transformational leadership. On the other hand, under transactional leadership style, only 31.52 percent respondents are satisfied with their salary structure whereas, 68.48 percent respondents are not satisfied with the same.

Health and Safety under Transformational and Transactional Leadership

Table 3 shows the data related to the health and safety status under transformational leadership.

Table 3: Job Satisfaction with Respect to Health and Safety

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Health and Safety	Satisfied	240	72.73	208	63.03
	Unsatisfied	90	27.27	122	36.97
Total		330	100	330	100

Source: Primary data

The data shows that majority of respondents i.e. 240 (72.73%) are satisfied with health and safety provisions in SMEs whereas 90 (27.27%) respondents are not satisfied under transformational leadership. On the other hand, under transactional leadership 63.03 percent respondents are satisfied with health and safety provisions and 36.97 percent respondents are not satisfied with the same.

Development Under Transformational and Transactional Leadership

Table 4 shows the data related to the development opportunities under transformational leadership in SMEs.

Table 4: Job Satisfaction with Respect to Development Opportunities

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Development	Satisfied	171	51.82	136	41.21
	Unsatisfied	159	48.18	194	58.79
Total		330	100	330	100

Source: Primary data

The data shows that SMEs in Kumoun region of Uttarakhand need better facilities and infrastructure for the development of employees employed by them. Under transformational

leadership style, out of 330 respondents, 171 respondents are satisfied with the development related activities of the organisation and 159 respondents are not satisfied. On the

other hand, in transactional leadership style 41.21 percent respondents are satisfied and 58.79 percent respondents are not satisfied.

JOB SECURITY UNDER TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

Table 5 shows the relevant data related to the job security under transformational leadership.

Table 5: Job Satisfaction with Respect to Job Security

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Job Security	Satisfied	118	35.75	98	29.70
	Unsatisfied	212	64.25	232	70.30
Total		330	100	330	100

Source: Primary data

According to the data, only 118 respondents ensure job security in SMEs, whereas 212 respondents are in favour of lower job security and growth under transformational

leadership. In transactional leadership, only 98 (29.70%) respondents ensure job security whereas, 232 (70.30%) respondents are in favour of lower job security.

Social Cohesion Under Transformational and Transactional Leadership

Table 6: Job Satisfaction with Respect to Social Cohesion

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Social Cohesion	Satisfied	255	77.28	191	57.88
	Unsatisfied	75	22.72	139	42.12
Total		330	100	330	100

Source: Primary data

In transformational leadership majority of respondents i.e. 77.28 percent respondents say that the level of social cohesion is very high under transformational leadership. Only 22.72 percent respondents were not satisfied with social cohesion

level in the organisation. On the other hand, in transactional leadership style, 57.88 respondents are satisfied with social cohesion level whereas 42.12 percent respondents are not satisfied with the same.

Individual Rights Under Transformational and Transactional Leadership

Table 7: Job Satisfaction with Respect to Individual Rights

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Individual Rights	Satisfied	104	31.52	77	23.33
	Unsatisfied	226	68.48	253	76.67
Total		330	100	330	100

Source: Primary data

The data shows that only 31.52 percent respondents are satisfied with the individual rights provided by the organisations and 68.48 percent respondents are not satisfied with the same under transformational leadership. The satisfaction level under transactional leadership style is more

below than transformational leadership. Under transactional leadership, only 23.33 percent respondents are satisfied with individual rights provided by the organisation whereas 76.67 percent respondents are not satisfied with the same.

Work and Life Under Transformational and Transactional Leadership

Table 8: Job Satisfaction with Respect to Work-Life Balance

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Work and Life	Satisfied	105	31.82	89	26.97
	Unsatisfied	225	68.18	241	73.03
Total		330	100	330	100

Source: Primary data

The data shown in Table 8 reveals that in transformational leadership only 31.82 percent respondents are satisfied with their work and life balance in SMEs of Kumoun region of Uttarakhand. 68.18 percent respondents were not satisfied

with their work and life balances. Under transactional leadership, 26.97 percent respondents are satisfied and 73.03 percent respondents are not satisfied with their work and life balances.

Social Communication Under Transformational and Transactional Leadership

Table 9: Job Satisfaction with Respect to Social Communication

Constraint	Perception	Transformational Leadership		Transactional Leadership	
		No. of Respondents	Percentage	No. of Respondents	Percentage (%)
Social Communication	Satisfied	159	48.18	134	40.61
	Unsatisfied	171	51.82	196	59.39
Total		330	100	330	100

Source: Primary data

The data shown in Table 9 reveals that 48.18 percent respondents are satisfied with social communication whereas 51.82 percent respondents are not satisfied with the same under transformational leadership. Under transactional leadership, 40.61 percent respondents are satisfied with social communication level whereas, 59.39 percent respondents are not satisfied with the same.

RESULT

The data shows that under transformational leadership style, only three variables i.e. health and safety, development and social cohesion have more than 50 percent satisfaction level and the remaining five variables have less than 50 percent

satisfaction level. In case of transactional leadership, only two variables i.e. health and safety and social cohesion have more than 50 percent satisfaction level. Another important thing that should be noticed in this study is that majority of respondents prefer transformational style of leadership instead of transactional leadership. This is because each quality of work life constraints has lower value in transactional leadership in comparison of transformational leadership style. It means transformation leadership style perform better in SMEs in comparison of transactional leadership style. The study also reveals that employees working in SMEs are not satisfied with their salary structure, job security level, individual rights etc. and as a result they are less satisfied with their work-life balance.

CONCLUSION

The study shows that in small and medium enterprises of Kumoun region of Uttarakhand, transformational leadership style performs better in every aspect in comparison to transactional leadership style. The data reveals that respondents prefer transformational leadership on every variable considered in the study i.e. salary structure, social communication, development, security etc. Employees perform better under transformational leadership style. However, in some cases the results were very similar in both styles i.e. salary structure and job security. The critical analysis of data reveals that SMEs need to improve on some part of the business i.e. salary structure of employees, job security, individual rights, and work-life balance. To improve on salary structure, organisations must follow similar wage rates or salary for every individual who perform same kind of work. Organisations must ensure job security of their employees so that they will be able to perform optimally without any kind of pressure. In order to achieve several objects of the organisation, employees must have individual rights so that they feel like home at workplace and it will also be helpful in maintaining work-life balance.

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