

# Contentment the most important condition for powerful Leadership

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## ABSTRACT

*The achievement of an organization is decided by many things. Of these, leadership is primary. Satisfied employees are known to boost productivity along with being satisfied with their vocation. An employee spends the majority of his day at the work place. If the employee is unhappy then the majority of the day would be spent at degree of distraction which is not good for productivity. The environment at the organization or the employee's personal level of satisfaction can be a factor. A good environment created by a good leader in the organization can positively affect an unhappy employee. It becomes very important for an organization to inculcate good leadership skills in its managers in order to achieve a greater degree of efficiency. Therefore, this paper shall discuss the relationship between leadership and contentment at the workplace.*

*Keywords- Leadership, Contentment*

## INTRODUCTION

Contentment, can be referred to as a general term that describes life in peace and happiness. People who accomplish their desired aim are more satisfied and thus achieve happiness. Contentment is subjective and is essential for human well-being. Contentment the perception of happiness is different in each individual and it manifests differently in each individual. Contentment is relative. Multiple factors perpetuate contentment in an individual making the gauging of happiness rather tricky. An organizations most important asset are human beings i.e., its work force. If the work force is not content, thereby being unhappy, the organization seldom prospers. Organizations need to figure out this tricky factor to gain optimum efficiency. If the employees are happy at the organization, then it can reflect on the overall performance of the organization. A study at a British telecommunications firm run by Oxford University's Said Business School found that happy workers were 13% more productive. That research tracked 1,800 workers and their personal feelings of happiness over a series of weeks.

The achievement of an organization is decided by many things. Of these, human resources are primary. Contented employees are known to boost productivity along with being satisfied with their vocation. An employee spends the majority of his day at the work place. If the employee is unhappy then the majority of the day would be spent at degree of distraction which is not good for productivity. The environment at the organization or the employee's personal level of contentment can be a factor. A good environment created by a good leader in the organization can positively affect an unhappy employee. It becomes very important for an

organization to inculcate good leadership skills in its managers in order to achieve a greater degree of efficiency. Therefore, this paper shall discuss the relationship between leadership and Contentment at the workplace.

## LITERATURE REVIEW

A positive response that affects life satisfaction in a human being can be defined as Contentment. Contentment is a result of feeling good and a positive attitude towards things (Jain, 2012). Contentment means a feeling of wellbeing that puts a spring of the stride of an individual, making the individual approach difficulty with a positive attitude. The individual feels content and is thereby less likely to give into negative emotions. Individuals experiencing contentment are known too more outgoing and socially active. Contented individuals are known to offer help to others in comparison to individuals who identify with being unhappy. Contented individuals are more likely to influence individuals around them positively. Contented individuals are a picture of both mental and physical health. Contentment is a perceived as a positive emotion. If the individual is Content at work, then work is associated with a positive emotion. Such an employee who looks at work in a positive light, is likely to be satisfied at the workplace. This employee will be able to manage his tasks with a greater efficiency which will result in more happiness and satisfaction vis-à-vis work (Pryce-Jones, 2010). Contentment at work is not only dependant on the individual but is also greatly affected by the work environment and the relationship with the co-workers. The other factors that affect an individual's c0ntentment at work, outside of his personal mental wellbeing, are remunerations, bonus, appreciation, degree of autonomy and camaraderie etc. Effective and good leadership at the work place can provide a boost to the employee and help him achieve happiness at work. Good leadership is multi-faceted and has a strict definition. The roles and functions of a leader are subject to change according to the task at hand, the organization being catered to and the individual being dealt with.

A good leader is a holy grail that is sought after by all organizations. Be it the armed forces or a small-time start-up, the legend of a great charismatic individual changing the course of history are plenty. An effective leader enjoys a position of influence and importance in an organization. The quality of leaders in an organization reflects positively on the reputation of the organization. The behaviour of a leader is directly proportional to the performance of an organization. The efficient the leader the more efficient the organization. An efficient leader directly affects the efficiency of the employees thereby having a direct effect on the overall performance of the organization. Therefore, the skills that define a good leader are much greatly coveted by all organizations. There are different theories about leadership traits. Leaders are theorized to be born leaders or nurtured leaders depending upon many factors such as physical traits, imposing personality, skills, knowledge, can-do attitude and people skills. Effective leaders are those who can see beyond the immediate needs and plan ahead. A good leader is a person with a plan for success. Leadership is predicting what is needed in the future and being prepared for all eventuality.

According to, there are three theories propounding the way to be an efficient leader. They are as follows:

- (i) **Trait Theory.** It propounds that leadership traits are inherent. Some employees will adorn the leadership mantle and will inspire and encourage others to act,
- (ii) **The Great Event Theory.** It states that the leader rises to the occasion. When the situation arises, the leader will react according to it, and
- (iii) **Transformational Leadership Theory.** This theory says that leadership skills can be learned. It states that unlike born leaders and reactionary leaders; leadership can be taught and any individual can choose to become a leader and acquire the necessary skills.

## PROBLEM STATEMENT

Every individual wants to achieve some semblance of contentment in life. As per Gavin da mason (Gavin, 2004), to achieve happiness, an individual must work for an organization that is capable of providing the individual the means to achieve the desired happiness. The support structure that the organization provides to boost an employee's contentment is important. The Contentment of an employee is also based on the relationship that exists between him and his employer. The quality of formal or informal interaction between the

employer and the employee directly affects the employee's level of happiness. Despite this we constantly find that employees are generally unhappy with the behaviour of their employer and generally complain about being mistreated (Arnetz, 1999). So much so that employees have reported their employers being outright rude to them when they do not achieve a desired target. This can be seen as a negative event and serves as negative reinforcement to the employee when similar circumstances arise. This results in unhappiness and decrease in motivation. It is found that employees are unhappy when their ideas are ignored, there is a major communication gap between the employee and the employers, there is no framework for worker benefits and when the employees feel underappreciated. A leader in an organization shouldn't let the employees feel any of the above. A leader ought to lead by example, be fair, empathetic, inspiring and realistic. A leader in the organization not exhibiting such qualities contributes to a lack of morale in the work force. It is imperative that the leader ensures positive action in a rational and cautious manner. This study was conducted to look closely at the relationship between the leadership qualities that boost employee happiness.

## METHODOLOGY

To observe the effect of leadership on contentment of the employees, an open-ended questionnaire was given to 300 employees in an organization. These employees were selected at random for better results. The questionnaire asked the employees to list the qualities they desired in a leader figure that would boost the happiness at the work place. The focus group of 300 employees were randomly selected employees of a Sahara India organization. They were then given an open-ended questionnaire. The questions specifically catered to the leadership qualities that would boost employee happiness at work.

## RESULTS

Upon analysing the results, it was discovered that the factor of leadership scored the highest (86 points), in the employees' recommendation for boosting contentment at the work place. The employees desired a leader with a good character. The respondents wanted the individual to be mature. The employees desired the individual to have a dynamic style of leadership which changed as per the situation. The leader was expected to be selfless and caring. The employees wanted a leader to look after the welfare of the work force. A compassionate and considerate leader was also well desired. A leader who seeks personal gain and fame was undesirable to the respondents. An overly assertive or show-off individual was not leadership material according to the employees. A rude and boisterous leader was disliked by the respondents. Upon more analysis of the results, it was found that if the leader listened more to the employees that would make him a better leader. A high enough score of 12 points was attributed to a leader who was a good listener. The employees stated that a leader who is a good listener would be open to new ideas and feedback. Moreover, a leader who listens to his employees would be more aware of the problems that the employees face and will therefore be in a better position to make them happy.

The results also indicate that the employees lean towards a leader who employs a supportive approach towards the employees. The leader shouldn't put achieving targets over the wellbeing of the work force. This was clear when the respondents stated that personal traits like compassion, etiquette, respect, tolerance, being considerate and empathy, in a leader would make them contented.

A leader with the above personality traits was desired by the employees. They stated they would be much happier working under a leader with these traits as opposed to one who lacks these personality traits. There is a strong correlation between traits of leadership and affecting the contentment level of the employees. The leaders who are despotic in nature and are merely task masters cause a decrease in employee contentment. Such leaders make the employees feel cornered and under immense pressure. This makes the employee feel underappreciated and eventually forces him to migrate. This was apparent in the results as the respondents didn't lean towards autocratic and aggressive leadership traits. A more perceptive and calmer leader was favoured over a boisterous and rude one. A leader who was compassionate and welfare oriented was favoured by the respondents. The respondents seemed willing to work harder for such a leader. A charismatic leader who is dynamic in his work approach and has individual-centered thinking inspired commitment amongst the employees (Bass, 1985). Such employees who were satisfied with their leader were contented in their organization and willingly made more effort for the organization.

## Conclusion

Work is something that is necessary to survive in a society. An individual feels a sense of achievement and self-worth when he is employed. A job is a major factor to help an individual achieve contentment in life. Work helps people hone skills, achieve and be recognized thereby increasing their self-worth. Employees have their own life goals and achieving them contributes to their mental wellbeing. An individual who is happy with his job has better self-esteem. A leader can facilitate this sense of contentment in an individual who works in an organization. Such individual's aims may be different from those of the organisation. However, a leader can create an environment where the individual remains satisfied at work while giving his best for the growth of the organization. This makes a leader a very important part of an organization and an imperative individual in keeping the employees happy. We have established that a contented employee is equal to greater efficiency for the organization. This makes a leader who is compassionate, non-aggressive, a good listener, has a dynamic approach, is welfare minded and is not selfish; instrumental in achieving a balance where employee happiness transforms into optimum output for the employers. An unhappy employee is not good for the organization. If the employee is at ease and satisfied at work, he is more productive and good leadership can ensure that. Thus, in conclusion good leadership at the work place results in contentment for both the employer and the employees.

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