

THE IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION OF GOVERNMENT EMPLOYEES IN DIVISIONAL SECRETARIATS IN TRINCOMALEE DISTRICT

Anuja Raveenther

Senior Lecturer, Department of Business and Management Studies,
Trincomalee Campus, Eastern University, Sri Lanka,

ABSTRACT

Leadership is defined as a process by which an individual attempts to influence other group members towards achieving group goals. Leadership is also viewed as a process which people use to bring out the best in themselves and others. National culture is said to play a pivotal role in determining the effectiveness of leadership styles. Literature on leadership identifies transformational leadership, transactional leadership and laissez-faire leadership as the three common leadership styles in the current climate, with transformational leadership and transactional leadership being the most dominant. Literature suggests that an employee's job satisfaction is strongly influenced by leadership style. Current leadership styles are related to job satisfaction by varying degrees. Several studies have indicated that transformational leadership results in higher levels of job satisfaction than transactional or laissez-faire leadership. The overall aim of the study was to investigate the impact of leadership styles on employee job satisfaction of government employees in divisional secretariats in Trincomalee District. A quantitative study was conducted to accomplish the objectives of the study. Questionnaires were administered to employees within the selected target population in divisional secretariats in Trincomalee District. The data received were analysed using statistical packages. The results of the study show that there are statistically significant impact of transactional leadership and transformational leadership on job satisfaction, overall transformational leadership and transactional leadership in divisional secretariats in Trincomalee District is moderate level. Job satisfaction of employees' also moderate level. However, two attributes of transformational leadership best explain job satisfaction. Intellectual stimulation contributed most to explaining job satisfaction, followed by individualized consideration. The remaining attributes of transformational leadership, and transactional leadership made substantial contribution to job satisfaction.

Key words: Transformational Leadership, Transactional Leadership, Job Satisfaction

1. Background of the Study

In this competitive environment; every organization are having different ideas to achieve its objectives. So it is essential for them to utilize its resources efficiently and effectively. Human resources are an important resource among other resources. It constitutes the creative, active, and coordinating element of activity, being considered as a vital resource of organizations that ensure their existence, development, and competitive success. HR is the only resource capable to control and allocate all the other resources to produce goods and services. Managing human resources is very complicated and it is not just HR duties, it is all the managers' duty. Labour productivity is used as the most fundamental organizational outcome. There is a big connection between productivity and the human capital. Leadership is viewed as one of the fundamental drivers of organizational success for both now and the future. Leadership encourage employees by its attitude and behavior to become more productive. Some managers connect the performance with rewards. If leaders failed to provide rewards to their employees as they promised, it leads to lack of trust and lack of trust will lead to resistance, job dissatisfaction, poor performance and low levels of commitment and most often industrial action (Nicolaidis, 2019). Individuals' job satisfaction level is visible from their attitude towards their work. Highly satisfied employees have a positive and favorable attitude towards their work while unsatisfied workers have a negative attitude towards their job (Armstrong, 2006). If employees are not satisfied on their job, it may result in loss of motivation, lack of interest, frustration, poor productivity, absenteeism, and even high turnover rates. When effective leaders provide proper direction and lead to followers for achieving the desired goals; the employees having high job satisfaction become able to perform effectively and pursue organizational interests (Sarwar, et al., 2015). According to Adler and Reid (2008:26), employees are most satisfied when their leader is supportive and considerate. Employees work of 98 best and feel satisfied when they are trusted by their managers. In this way they become involved in their

job and show commitment when they are empowered to do the job (Bolman & Deal, 2002). The main purpose of government sector is to providing the basic public services to the common public at a reasonable cost in their respective industries by being also self-sustainable and profitable. However, profitability is not the primary motive. But the purpose of Companies in the Private Sector is profit-making by operating within the rules and compliances of the respective country. So that sustainability and development of the country is highly depending on the government decision and its activities. For these reasons employees have a decisive role in increasing effectiveness and efficiency of government activities that in some extent can result from the employee job satisfaction. So according to these reviewing previous studies related to influential factors on job satisfaction and also role of leadership style on increasing job satisfaction, we could be able to identify some uncertainties. Hence, this study tried to investigate how leadership style affects employee job satisfaction of government employees in divisional secretariats in Trincomalee District. Mester et al., (2003) infer that the role of a leader has a direct influence on job satisfaction among followers. Literature on leadership identifies transformational leadership, transactional leadership and laissez-faire leadership as the three common leadership styles in the current climate, with transformational leadership and transactional leadership being the most dominant (Mester, Visser and Roodt, 2003:72). So here mainly two types of leadership styles are examined, such as, transactional and transformational leadership. Madlock (2008:64) explains that employees are most satisfied when they perceive their leaders to possess a combination of relational (transformational) and task-oriented (transactional) behaviors. The transformational as well as transactional leadership styles that have been presented by Burns, (1978) & Bass (1985) are considered to be highly significant and most widely used in organizations and in leadership studies as well (Bass, 1985). The inspirational motivation dimension suggests that Page 3 of 98 transformational leaders motivate and inspire their subordinates to complete challenging assignments by sharing their vision and strategies with employees (Bass & Riggio, 2006). The contingent rewards dimension implies that transactional leaders set targets for their subordinates and reward them for achieved goals (Judge & Piccolo, 2004). Divisional secretariats are responsible in directing and coordinating all the development activities taking place in the division. The DSs function under the preview of the Ministry of Public Administration and Home Affairs. So that, the Divisional Secretariat is identified as the “one stop shop” for delivering most critical government services to the Sri Lankan citizen. There are 25 District Secretariats for 25 administrative districts in the country. The District Secretariat which is headed by the District Secretary is the superior administrative units to the Divisional Secretariat. Commonly there are 5-25 DSs functioning under a District Secretariat. So that Divisional Secretariats cover the whole island. There are 500 -800 families on average in a Divisional Secretaries’ Division and almost all such families are needed to interact with Divisional Secretariat for many matters related to their daily life. The districts of Sri Lanka are divided into administrative sub-units known as divisional secretariats. The Divisional Secretariats (DS) are the grass root level administrative units which deliver more than 90 percent of the government services to the citizen. They were formerly known as 'D.R.O. Divisions' after the 'Divisional Revenue Officer'. Later the D.R.O.s became 'Assistant Government Agents' and the Divisions were known as 'A.G.A. Divisions'. Presently, the Divisions are administered by a 'Divisional Secretary', and are known as 'D.S. Divisions'. The Trincomalee District located in the center of Eastern Province covering an area of 2,727 square kilometers. The district is divided into 11 Divisional Secretary’s Divisions for administrative purpose such as, Trincomalee, Padavisripura, Gomarankadawala, Kinniya, Seruwila, Muthur, Kanthale, Kuchchaveli, Morewewa, Thambalagamuwa and Verugal. The DS Divisions are further sub-divided into 230 Grama Niladhari Divisions (Annual Performance Report of Trincomalee, 2020). The Sri Lankan society believes that the government should provide job opportunities for all citizens who are unemployed. But when we are compare with other countries, work efficiency of government sector is very low in Sri Lankan context. Mainly ineffective leadership, lack of education, lack of proper training and development programs, lack of update knowledge and personal behaviors and attitudes are the reason for these type of errors. So it is directly influencing on the employee’s job dissatisfactions so it leads to failure of the government sector firms. ***This study intends to investigate current level of employee’s job satisfaction of divisional Secretariats, what style of leadership is being practiced in divisional secretariat, the relationship between leadership styles and employees’ job satisfaction of divisional secretariats.***

2. Problem Statement

Divisional secretariat offices are providing most important services to the citizens. such as; civil registrations (birth/marriage/death certificates, approximate age certificates, national identity cards, passports), issuance of permits (tree cutting permits, timber transport permits, animal transport permits, business name registration permits, permit to close business, liquor permits, pawning permits, gun powder permits, vehicle revenue license renewal), issuing of certificates, payment of pensions, land administration (obtaining the ownership of lands, distribution of lands, changing the ownership of lands, naming/changing the successor, transferring deeds to a new successor, annual rentals, harvest rentals, long-term rentals, allocation of lands for religious places), social welfare and benefits, procurements (procurement of goods, procurement of works, procurement of services), development program (programs of decentralized budget, programs of provincial councils, programs of the line ministry, special programs of the government, preparation of consolidated development plan, preparation of resource profile of the area), etc. most people don’t like to get the services form divisional secretariat due to the poor quality of services, tardiness, lack of communication and unpleasant services. In the past decades Sri Lanka had a public administration system considered to be one of the best

in developing country than the private sector. But today it has been changed due to inadequate of policies, resources, leadership structures, and cultural limitations. It is not only the fault of employees who are working in the divisional secretariat offices. But also it is the fault of leaders and managers who lead and manage the employees.

Leadership is playing vital role in this context. An organization should have effective leadership traits to achieve their objectives and to encourage the employees' achievements at an individual level. The rate of employee job satisfaction is firmly connected to the accomplishment of the organizational goals. Employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. When we are comparing government sector leadership and utilization of resources with private sector, there is lack of leadership expertise in government sector.

Employees are the asset of the organization. Due to advantageously utilize this asset, leadership style is considered being the most important determinant to increase job satisfaction and maintain good staff turnover rate (Flynn, 2009). People pay same attention to leadership style as they want to be more efficient and productive when the managers adopted a proper leadership style and applied it to them (Al-Ababneh, , 2013). Leadership is defined as the ability of an individual to influence and enable others to contribute toward the effectiveness and success of the organizations of which they are members (Cojocar, 2008). As (Warner, 2012) pointed out: "it is critical to every leader to know what their main style preferences are so that they can evaluate the likely effectiveness of that style in a given set of circumstances or know how far they may need to change their style to get a better result." According to Locke (1996)., "job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it" . Employees' job satisfaction enhances their motivation, performance and reduces absenteeism and turnover (Lok & Crawford, 2004). Although there are many case studies to examine the relationship between job satisfaction and leadership behavior in various settings such as healthcare, military, education and business organizations (Voon, & Ayob, 2011). Find out which leadership style is most applicable in term of increasing employee's job satisfaction in divisional secretaries is the primary pursuit of this research. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Mosadegh Rad, 2006).

The problem of this study is dedicated to investigate the impact of leadership styles on employee job satisfaction in divisional secretariats in the Trincomalee District. The finding of the study can be helpful to understand what style of the leadership being practiced in divisional secretariat and current level of employee's job satisfaction. So that these study could be able to provide some recommendations to improve employee's job satisfaction through efficient leadership styles in divisional secretariats in entire Sri Lankan's divisions.

3. Objectives of the research

Based on the above research questions, the broad objectives of this study is investigate the impact of leadership styles on employees' satisfaction in divisional secretariats in Trincomalee District and the specific objectives of the study is presented as follows;

- to investigate the current level of employee's job satisfaction of divisional secretariats in Trincomalee District.
- to identify the impact of transformational leadership styles on employees' job satisfaction of divisional secretariats in Trincomalee District.
- to identify the impact of transactional leadership styles on employees' job satisfaction of divisional secretariats in Trincomalee District.
- to provide recommendations for improve employees' job satisfaction through leadership styles in divisional secretariats in Trincomalee District.

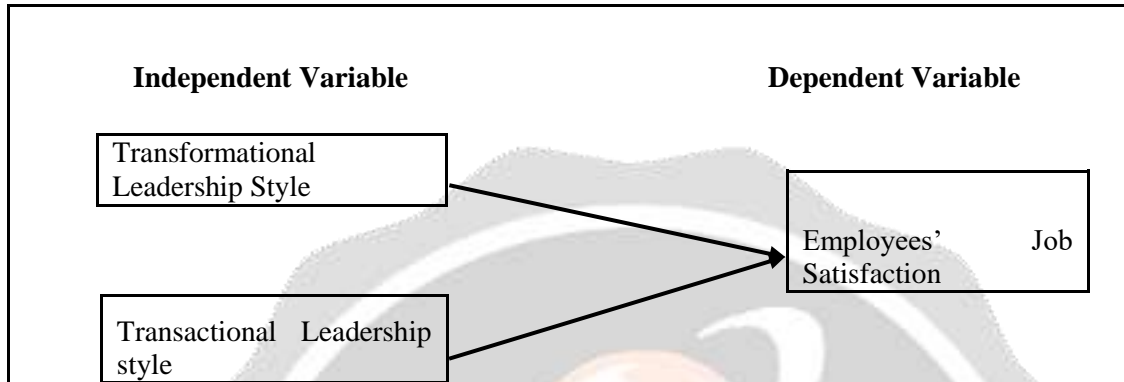
4. Significance of the Study

There are very few studies that were conducted on this topic of impact of leadership styles on job satisfaction of government employees in divisional secretariats in the Sri Lankan context. Particularly there were no research have been conducted in Trincomalee District. So that there is a need for investigate how far the leadership style may impact on employee's job satisfaction. This study will be helpful to understand the current level of employee's job satisfaction of divisional secretariats, what are the style of leadership is being practiced, what is the relationship between leadership styles and employee's job satisfaction of divisional secretariats.

Finding of the study may clarify the impact of not using a proper leadership style and how it could make big impact on the employees' job satisfaction. So that the current issues which is related to job dissatisfaction of the divisional secretariats could be identify, from that the administrators of Divisional secretariats will be able to develop through using effective leadership programs that may helpful for the leaders acquire relevant leadership skills for effective management. So that Sri Lankan government could be satisfy the people who would prefer to collect the services from the divisional secretariats without any interruption. Because satisfied employees always give their full effort to

accomplish the individual goals as well as entire organizations' goal. High satisfaction levels lead to positive feelings while low satisfaction levels lead to negative feelings (Peerbhai, 2005). Moreover Divisional secretariats offices of Sri Lanka, districts could be able to use this findings to improve their leadership styles to create the highly satisfied employees in their organizations. It also helps to improve the productivity as well as customer satisfactions too. Because highly satisfied employees always provide their high level contribution. Therefore, people who obtain the services from the divisional secretariats get efficient and effective outcomes from them.

Figure 1: Theoretical framework of the study and Research hypothesis



Source: Developed for the research purpose, 2022

As indicated in Figure 1 and discussed in background of the study, based on the discussion the following hypothesis were formulated to achieve the research objectives of this study.

H1: Transformational leadership has a significant impact on job satisfaction.

H2: Transactional leadership has a significant impact on job satisfaction.

5. Methodology

Research design is a way that the requisite data can be gathered and analysed to work out a solution (Sekaran, 2003). In addition, it is a series of decision making choices regarding, purpose of the study (exploratory, descriptive, hypothesis testing), its location (study setting), extent of researcher interference, type of investigation, its temporal aspects (time horizon), and unit of analysis. Further, decisions made about the type of sample to be used (sampling design), data collection method, variable measurement and data analysis techniques are also discussed under research design. In This research study, each component of the research design is elaborated as follow-

Purpose of the study

The purpose of the study is to test the hypotheses in order to achieve the research goal and objectives, which are to investigate the current level of employee's job satisfaction of divisional secretariats, to examine what style of leadership is being practiced in divisional secretariat, to identify the relationship between leadership styles and employees' job satisfaction of divisional secretariats and provide recommendations for improve employees' job satisfaction through leadership styles in divisional secretariats in Trincomalee District.

Study setting

A study can be conducted either in contrived or non-contrived settings; this study is noncontrived (natural). It could be carried out in a natural environment where things or events (which are studied) occur normally. Further it is a field study.

Extent of researcher interference,

The extent of researcher interference will be minimal since the study will be carried out as a field study.

Type of investigation

"When the researcher is interested in delineating the important variables associated with the problem, the study is called a correlational study" (Sekaran, 2003, P. 126). The type of investigation of this study is a correlational study.

Time horizon

Since this research studies a particular phenomenon at a particular time, it is a cross sectional study. As per Rose et al, (2015) a cross sectional study is used to address a range of research questions where the focus is on the current state of

the phenomenon of interest and according to Sekaran&Bougie, (2010) the data are gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question.

Unit of analysis

Sekaran, (2003, p. 132) stated that the unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage. The unit of analysis of this study is the individual permanent employee who is working in the divisional secretariats in the Trincomalee District.

Population and sample for the study

The study population comprised all the individual permanent employees of selected DS office in Trincomalee District. The target population of this study were all employees who are working in selected DS offices in Trincomalee District. Based on the population of the employees of the each DS office the sample will be selected and the data will be collect from 150 respondents. The Convenient Sampling Technique will be used to administer the questionnaires' to the selected respondents the Trincomalee district based on a proportionate basis.

Method and data collection

Primary data are collected through structured questionnaires with closed statements measured with Likert's scale based on eleven DS offices Namely, Trincomalee, Padavisripura, Gomarankadawala, Kinniya, Seruwila, Muthur, Kanthale, Kuchchaveli , Morewewa ,Thambalagamuwa and Verugal in the Trincomalee District in Sri Lanka. Closed ended questionnaire have been prepared based on web software of "Google drive" to collect data. Each questionnaire has two parts (part 1 and 2). The questionnaire consisted of two sections; Part I: demographic information and Part II: research information that included items of Transformational Leadership Style, Transactional Leadership style and Employees' Job Satisfaction

Data analysis

The data collected from the questionnaire were carefully coded and checked for the consistency and entered in to SPSS spreadsheet. The descriptive statistics included the frequency and the percentage of the frequency for all variables. SPSS package will be used to analyze the data of this study. Moreover, measures of central tendency (mean, standard deviation) were used to analyze the questionnaire survey result. Measures of central tendency (mean and standard deviation) were also used to analyse the variables.

Descriptive statistics

In order to evaluate the data collected through the part I of questionnaire, descriptive analysis were used in this study, descriptive statistics were used to describe the basic features of the data. Under this technique; mean, mode, median were calculated. Mean is the expected value or central tendency of values of the outcomes. Furthermore, the difference between the minimum and maximum range contains the interval width, which clarify the middle half of the data. As well as it indicates the variability.

Regression Analysis

Correlation analysis only consists of relationship between two variables. Therefore, to measure the impact of independent variables on the dependent variable, it is better to use regression analysis model. The standard multiple regression techniques was employed to assess the variance in the dependent variable predicted by the independent variables, when all independent variables are entered in the model simultaneously (Pallant, 2013). Therefore, this study used Simple regression analysis for the purpose of understanding how much of the variance in the dependent variable is clarified by the set of predictors. This study mainly focus on how the leadership styles impact on employee's job satisfaction of divisional secretariats.

6. Reliability and Validity of the Scales

The data collected was analysed using SPSS version 21.0 and excel. The reliability and validity test results of this study are discussed below. In this study Cronbach's Alpha was used to test the reliability of the measures used in the instrument. The data in Table 1 clearly explains that all the variables exceeded the accepted value of Cronbach's alpha of 0.7. Therefore, it ensured internal consistencies among the items were reliable.

Table 1: Cronbatch alpha value of variables

Variable	Cronbatch alpha
Transformational leadership style	0.834
Transactional leadership style	0.813
Job satisfaction	0.774

(Source: Survey data, 2022)

Table 2: Cronbach alpha Reliability Statistic

Cronbach's Alpha	N of Items

.890	3
------	---

(Source: Survey data, 2022)

7. Findings of the Study

7.1 Descriptive Analysis

Research variables of Transformational leadership styles, Transactional leadership style and Job satisfaction were analyzed through mean and standard deviation by using the SPSS version21.0.

Table 3: Summary of descriptive statistics

Variables	N	Minimum	Maximum	Mean	Standard deviation
Intellectual stimulation	144	1	5	2.84	0.018
Idealized influence	144	1	5	3.06	0.009
Individualized consideration	144	1	5	3.08	0.051
Inspirational motivation	144	1	5	3.03	0.200
Transformational Leadership Style				3.00	0.157
Management-by- Exception (Active)	144	1	5	2.91	0.046
Management-by- Exception (Passive)	144	1	3	1.83	0.745
Contingency Reward	144	1	5	2.90	0.003
Transactional Leadership Style				2.54	0.047
Intrinsic	144	1	5	2.97	0.910
Extrinsic	144	1	5	3.10	0.225
Job Satisfaction				3.03	0.458

(Source: Survey data, 2022)

According to the summary of descriptive statistics shown in Table 3, Transformational leadership style's mean value (3.00) is moderate level in this Trincomalee district divisional offices. Such as intellectual stimulation 2.84, idealized influence 3.06, individualized consideration 3.08 and inspirational motivation 3.03. According to the Transactional leadership style mean value is (2.54) moderate level. individualized consideration (3.08), Inspirational motivation (3.03), Management by exception (Active) (2.91) which is moderate level and Management by-exception's mean value is 1.83 which is lower level. Finally intrinsic satisfaction is 2.97 which is moderate level and extrinsic satisfaction is 3.10 which is also moderate level (3.03). According to this data researcher conclude the job satisfaction of Divisional secretariats of Trincomalee district is moderate level.

7.2 Hypothesis Testing

Hypothesis 1:

Transformational leadership has a significant impact on job satisfaction.

In order to identify the impact of Transformational leadership style on the job satisfaction regression analysis was used. The summarized results are presented in Table 4. Regression Analysis between Transformational Leadership style and Job Satisfaction.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.549	.588

Predictors: (Constant), Transformational leadership style (Source: Survey Data, 2022)

The results suggest that the predictor variable (Transformational Leadership style) explain 55.2% of the variance in Job satisfaction. Moreover, the adjusted R= .743^a

Table 4.1: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.632	1	60.632	175.207	.000 ^b
	Residual	49.141	142	.346		
	Total	109.773	143			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Transformational leadership style (Source: Survey Data,2022)

Table 4.2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.743	.176		4.232	.000
	Transformational leadership style	.743	.056	.743	13.237	.000

a. Dependent Variable: Job satisfaction (Source: Survey Data, 2022)

This Coefficients chart shows that P value is 0.000. Here P value is less than 0.005. Therefore, Transformational leadership style is significantly impact on Job satisfaction. Therefore H1 is accepted.

Hypothesis 2:

Transactional leadership has a significant impact on job satisfaction.

In order to identify the impact of Transactional leadership style and the job satisfaction regression analysis was used. The summarized results are presented in Table 5. Regression Analysis between Transactional Leadership style and JobSatisfaction.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.579	.570

a. Predictors: (Constant), Transactional leadership style (Source: Survey Data,2022)

The results suggest that the predictor variable (Transformational Leadership style) explain 58.2% of the variance in Job satisfaction. Moreover, the adjusted R=.763^a

Table 5.1: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.743	1	63.743	195.972	.000 ^b
	Residual	45.862	141	.325		
	Total	109.605	142			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Transactional leadership style (Source: Survey Data,2022)

Table 5.2: Coefficients^a

Model	Unstandardized d	Coefficientt	Standardized	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.847	.159		5.321	.000
Transactional leadership style	.835	.060	.763	13.999	.000

a. Dependent Variable: Job satisfaction (Source: Survey Data, 2022)

This Coefficients chart shows that P value is 0.000. Here P value is less than 0.005. Therefore, Transactional leadership style is significantly impact on Job satisfaction. Therefore H2 is accepted.

7.3 Multiple Regression Analysis

The current study used multiple regression analysis to understand how much of the variance in the total dependent variable is explained by a set of predictors. Table 6 presents the result of multiple regression of job satisfaction account by set of predictors.

Table 6: Multiple Regression Analysis Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.786	.294

a. Predictors: (Constant), transformational leadership, transactional leadership (Source: Survey Data, 2022)

The summary results of total variance in the job satisfaction is explained by the predictors reported in Table 6 and it shows that transformational leadership and transactional leadership explained 79.5 percent of the total variance in job satisfaction.

8. Conclusion

The current study is investigated to ascertain whether there is a significant impact of leadership style (Transformational leadership style and Transactional leadership style) on job satisfaction of government employees in divisional secretariats in Trincomalee district. Thus the following research objectives are formulated in order to investigate in the current study;

- To investigate the current level of employee's job satisfaction of divisional secretariats in Trincomalee District
- To identify the impact of transformational leadership styles on employees' job satisfaction of divisional secretariats in Trincomalee District.
- To identify the impact of transactional leadership styles on employees' job satisfaction of divisional secretariats in Trincomalee District.
- To provide recommendations for improve employees' job satisfaction through leadership styles in divisional secretariats in Trincomalee District.

The majority of the respondents were female. Furthermore, the majority of the divisional secretariats were under the age of 26-35 years and the majority of the divisional secretariats were Development officers, most of them having 5-7 years of experience.

The study confirmed satisfactory levels of factor loadings (reliability), content validity and convergent validity. Furthermore, the regression analysis confirmed the model determined by coefficient of determination (R^2) which showed that two variables (Transformational leadership style, Transactional leadership style) are substantially explained (55.2%, 58.2%), by the variance in Job satisfaction. In addition, leadership styles (Transformational leadership style, transactional leadership style), has the moderate level relationship with and Job satisfaction. It revealed that there is significant positive relationships between leadership styles and job satisfaction. It is concluded that Leadership styles (transformational leadership style and transactional leadership style) are significantly impact on Job satisfaction.

9. Limitations of the Study

A number of limitations of this study should be noted. First, only three variables were considered in this study namely transactional leadership style, Transformational Leadership style and employee job satisfaction. Apart from this, there will be many other variables which could be studied based on leadership styles. The second limitation is that the current study only focused on leadership style and employee job satisfaction in DS offices in Trincomalee District and all eleven DS offices were selected and care will be taken in generalizing the findings. In addition, the sample size is limited to hundred and fifty and the sample will be chosen using the convenient sampling method. The third limitation is that the consistency of the data depended on respondents' understanding and perceptions as evidenced in the self-reported data. The fourth limitation is that the current study used data only from the DS offices in Trincomalee District. Therefore, the results may not serve as a broad generalization about other organizations. The fifth is that the current study is cross-sectional study due to time restrictions and the final one is that the current study focused on transactional and transformational leadership styles, not other specific leadership styles.

10. Implications of the Study

The current study findings provided the following implications. This study narrowed the empirical gap by finding the role of leadership style of divisional secretariats. The findings explored that leadership style variables (transformational and transactional leadership style) had a high impact on job satisfaction in the divisional secretariats. Leadership is viewed as one of the fundamental drivers of organizational success for now as well as future. So these leaders should always search for new and better ways of doing things that add value to organizational success. Leaders needs to adapt to new approaches to managing followers. The job satisfaction and the leadership styles are the main elements which may impact the organizational effectiveness.

Transformational leadership attributes (Intellectual stimulation, idealized influence, individualized consideration, Inspirational motivation) are key variables to create a culture that supports continuous learning, innovation and knowledge sharing. Moreover, the attributes of transactional leadership (Management by Exception – Active, Management by Exception –

passive, Contingency rewards) will enhance proactive responses and buy-in from employees (Roland Loganathan, 2013). They finding of this study also showed that, leadership style for the organization should contain a mix of transformational attributes (Intellectual stimulation, idealized influence, individualized consideration, Inspirational motivation), with the transaction attributes (Management by Exception – Active, Management by Exception – passive, Contingency rewards) being more dominant (Roland Loganathan, 2013).

According to the **Transformational leadership style**, intellectual dimension state that transformational leaders intellectually stimulate employees to solve challenging problems in a creative manner ((Bass & Riggio, 2006). Idealized influence dimension implies that leaders influence their subordinates by being role model (Asghar, Saima and Oino, Isaiah, 2017).

Individual consideration dimension suggest that leaders act as mentors and facilitators for subordinates ((Bass & Riggio, 2006). Inspirational motivation and inspire their subordinates to complete challenging assignments by sharing their vision and strategies with employees(Asghar, Saima and Oino, Isaiah, 2017).

According to the **Transactional leadership style**, this leadership style may not be effective in all situations (Bryant, 2003). It state that employees' motivation depends on transactions. As the example reward and punishments. Therefore, transactional leadership will adversely affect employee performance and satisfaction in the long run (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988).

Therefore, this divisional secretariats should pay more attention to the employees' salary and welfare, promotion, career growth, and equal job responsibilities of all the staff. At the same time leaders should clarify and clearly understand whether their leadership style is positively or negatively affecting the staffs of divisional secretariats. Because it is effecting the overall job satisfaction of the staffs as well as their productivity. Which is directly impacting the peoplewho are receiving the services from divisional secretariats.

Top management of the divisional secretaries should train the managers and leaders regarding how they need to behave with their subordinates to increase the job satisfaction of their staffs. Therefore this study clearly mentioned that how these leadership style is having significant impact on employees' job satisfaction.

11. Direction for Future Research

Even though the current study findings provided a new insight based on the conceptual model in this study, it still provides a direction to the future research. Firstly, the objective of the current study was to explore the impact of leadership styles on job satisfaction of government employees in divisional secretariats in Trincomalee district. Therefore, it did not focus on all Divisions of Sri Lanka. Moreover, this studies may benefit from an exploration of a wider range of staff in other divisional secretariats in Sri Lanka.

Further, research be done a qualitative nature in order to gain a deeper understanding of how leadership style influence on job satisfaction level of employees. Because most of the respondents were uncertain of their answer. Therefore, these qualitative may diminish this kind of uncertainty. So future researchers should include both questionnaires and interview sessions together to get more comprehensive outcome. In order to provide better external validity and increase the generalizability of the results, data should be collected from a larger number of respondents from the organizations.

The researchers pointed out that job satisfaction is influenced by many organizational relevant components, such as pay, promotion, opportunities, fringe benefits, job security, relationship with co-workers, and supervisors, work environment, safety and security, flexibility, and initiation and leadership. Furthermore, the current study is limited to examine only the influence of two Leadership styles (Transformational and Transactional leadership style) on Job satisfaction. Many other leadership style also are related to job satisfaction (autocratic leadership, democratic leadership, laissez-faire leadership) were ignored when investigating the proposed model. Therefore, future studies could include other related factors that influence Jobsatisfaction.

REFERENCES

- Adler, R.W. and Reid, J. 2008. The effects of leadership styles and budget participation on job satisfaction and job performance. *Asia-Pacific Management Accounting Journal*, 3(1):21-46.
- Albion, M. J., & Gagliardi, R. E. (2007). A study of transformational leadership, organizational change and job satisfaction. In *7th Industrial & Organizational Psychology Conference and 1st Asia Pacific Congress on Work and Organizational Psychology* (Vol. 28).
- Amburgey, W. O. D. (2005). An Analysis of the Relationship between Job Satisfaction, Organizational Culture and Perceived Leadership Characteristics. Ph. D. Thesis. University of Central Florida.
- Andersson, T.D., Gudmundson, A. and Lundberg, C. 2009. Herzberg's Two-Factor theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Journal of Tourism Management*, 30:890-899.
- Andrews, A. 2003. When you are the leader there is no room for excuses. *South Africa's Journal of Entrepreneurship and Management*, 1022(9191):27-30
- Asencio, H., & Mujkic, E. (2016). Leadership behaviors and trust in leaders: Evidence from the U.S. Federal Government. *Public Administration Quarterly*, 40(1), 156-179.
- Awamleh, R., & Al-Dmour, H. (2004). The impact of transformational leadership on job satisfaction and self-perceived performance of banking employees: The case of Jordan. *International Business and Economics Research Journal* 3(11), 29-41.
- Banerji, P. and Krishnan, V.R. 2000. Ethical preferences of transformational leaders: an empirical investigation. *Leadership and Organisation Development Journal*, 28(1):405-403.
- Barling, J., Comotois, J., Gatién, B., Kelley, E. and Kelloway, E.K. 2003. Remote transformational leadership. *Leadership and Organisation Development Journal*, 24(3):163-171.
- Barling, J., Loughlin, C., & Kelloway, E. K. (2002). Development and test of a model linking safety-specific transformational leadership and occupational safety. *Journal of Applied Psychology*, 87(3), 488-496.
- Bartram, T and Gian Casimir G, 2007. The Relationship between Leadership and Follower in-role Performance and Satisfaction with The Leader. The Mediating Effects of Empowerment and Trust in the Leader. *International Journal of Operations & Production Management*. 28(1),4-19
- Bass, B. M. (1999). Two Decades of Research and Development in Transformational Leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Bendix, T. and Wickstrom, G. 2000. The "Hawthorn effect" – what did the original Hawthorn studies actually show?. *Scandinavian Journal of Work, Environment and Health*, 32(5):402- 412.

- Boerner, S., Eisenbeiss, S. A., & Griesser, D. (2007). Follower Behavior and Organizational Performance: The Impact of Transformational Leaders. *Journal of Leadership & Organizational Studies*, 13(3), 15-26.
- Borkowski, N., Deckard, G., Weber, M., Padron, M. A., & Luongo, S. (2011). Leadership development initiatives underlie individual and system performance in a US public healthcare delivery system.
- Bradely, T.P., Allen, J.M., Hamilton, S. & Filgo, S. K (2006). Leadership perception analysis of 360-Degree Feedback. *Performance Improvement Quarterly*, 19(1), 7-24.
- Brown, A., Halliday, J. S., Swadling, L., Madden, R. G., Bendall, R., Hunter, J. G., Vine, L. (2016). Characterization of the Specificity, Functionality, and Durability of Host T-Cell Responses Against the Full-Length Hepatitis E Virus. *Hepatology*, 64(6), 1934-1950.
- Busari, A.H., Khan, S.N., Abdullah, S.M. & Mughal, Y.H. (2019). Transformational leadership style, followership, and factors of employees' reactions towards organizational change. *Journal of Asia Business Studies*. DOI 10.1108/JABS-03-2018-0083.
- Bushra, F., Usman, A., & Naveed, A. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2 (18), 261-267.
- Chao Chang, Su and Shing Lee, Ming (2007), A study on relationship among leadership, organizational Culture, The Operation of Learning Organization and Employees' Job Satisfaction, *Journal of The Learning Organization*, Vol.14, No.2, 2007, pp. 155-185
- Christen, M., Iyer, G. and Soberman, D. (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory, *Journal of Marketing*, January, Vol. 70, pp. 137-150
- Cilliers, F., Van Deventer, V. and Van Eeden, R. 2008. Leadership styles and associated personality traits: Support for conceptualization of transactional and transformational leadership. *South African Journal of Psychology*, 38(2):253-267.
- Cummings, G. G., Macgregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., Muise, M., & Stafford, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International Journal of Nursing Studies*, 47(3), 363-385.
- Dagnan, D., Disley, P. and Hatton, C. 2009. Applying equity theory to staff working with individuals with intellectual disabilities. *Journal of Intellectual and Developmental Disability*, 34(1):55-66.
- Darshan, G. (2011). Effects of Transformational Leadership on Subordinate Job Satisfaction in Leather Companies in Ethiopia. *International Journal of Business Management and Economic Research*, 2(5), 284-296.
- Due, P., Lai, M. & Lo, L.N.K. (2010). Analysis of job satisfaction of university professors from nine Chinese universities, *Front. Education China*, 5(3), 430-449.
- Dunn, M. W., Dastoor, B., & Sims, R. L. (2012). Transformational Leadership and Organizational Commitment: A Cross-Cultural Perspective. *Journal of Multidisciplinary Research*, 4(1), 45-60.
- Emery, C.R. and Barker, K.J. 2007. The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communications and Conflict*, 11(1):77-90.
- Epitropaki, O., & Martin, R. (2005b). The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification. *The Leadership Quarterly*, 16(4), 569-589.
- Farahani, M., Taghadosi, M., & Behboudi, M. (2011). An Exploration of the Relationship between Transformational Leadership and Organizational Commitment: The Moderating Effect of Emotional Intelligence: Case Study in Iran. *International Business Research*, 4(4), 211-217.
- Flessa, J. (2009). Educational Micropolitics and Distributed Leadership. *PEABODY JOURNAL OF EDUCATION*, 331-349. [12] Hart, S. B. (2010). An Assessment of Faculty Job Satisfaction in Georgia's Technical College System Using Bolman and Deal's Four Organizational Frameworks. Georgia.
- Foot, D.A. and Harmon, S. 2005. Measuring equity sensitivity. *Journal of Management Psychology*, 21(2):90-108.
- Frolich, S.M., Schuler, J. and Sheldon, K.M. 2009. Implicit need for achievement moderates the relationship between competence need satisfaction and subsequent motivation. *Journal of Research in Personality*, 44(2010):1-12.
- Ghazzawi, I. (2008). Job satisfaction antecedents and consequences: A new conceptual framework and research agenda, *Business Review*, 11(2), 1-10.
- Gill, A., Flaschner, A. B., Shah, C., & Bhutani, I. (2010). The Relations of Transformational Leadership and Empowerment with Employee Job Satisfaction: A Study among Indian Restaurant Employees. *Business and Economics Journal*, 18, 1-10.
- Hall, J., Johnson, S., Wysocki, A., & Kepner, K. (2008). Transformational Leadership: *The transformation of Managers and Associates*, University of Florida, Florida.
- Odurukwe, S.N. 2005. Motivational Needs Assessment of Extension Agents of Abia State Agricultural Development Programme, Abia State, Nigeria. 2005. *South African Journal of Agricultural Extension*, 32(2):247-259.
- Ozaralli, N. 2002. Effects of transformational leadership on empowerment and team effectiveness. *Leadership and Organisation Development Journal*, 24(6):335-344.
- Pattersen, M., Warr, P. and West, M. 2004. Organizational Climate and Company Productivity: The role of Employee Affect and Employee Level. *London Economic and Social Research Council*, 1(1):1-31.

- Rad, Ali Mohammad Mosadegh and Mohammad Hossein Yarmohammadian, 2006. A Study of Relationship Between Managers' Leadership Style and Employee's Job Satisfaction. *Journal of Leadership in Health Services*. Vol. 19 No. 2. pp. 11-28
- Randeree, K. and Chaudhry, A.G. 2012. Leadership-style, satisfaction and commitment. An exploration in the United Arab Emirates' construction sector. *Engineering, Construction and Architectural Management*, 19(1):61-65.
- Rao, H.M. & Zaidi, U. (2020). How different perceived leadership styles have an influence on organisational commitment on tourism SMEs? *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1-17.
- Rizi, R. M., Azadi, A., Farsani, M. E., & Aroufzad, S. (2013). Relationship between leadership styles and job satisfaction among physical education organizations employees. *European Journal of Sports and Exercise Science*, 2(1), 7-11.
- Roland Loganathan, (2013). The influence of leadership styles on job satisfaction. *Journal of acellulose pulp mill in kwazulu-natal*.
- Saleem, H. (2015). The impact of leadership styles on job satisfaction and mediating role of perceived organizational politics. *Procedia-Social and Behavioral Sciences*, 172, 563-569.
- Sekaran, U. and Bougie, R. 2010. *Research Methods for Business: A Skill-Building Approach*. 5th edition. West Sussex: John Wiley & Sons Ltd.
- Shiva, M. S. A. M., & Suar, D. (2010). Leadership, LMX, Commitment and NGO Effectiveness: Transformational Leadership, Leader-Member Exchange, Organizational Commitment, Organizational Effectiveness and Programme Outcomes in NonGovernmental Organizations. *International Journal of Rural Management*, 6(1), 117-150.
- Top, M., Akdere, M., & Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*, 26(9), 1259-1282.
- Top, M., Akdere, M., & Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*, 26(9), 1259-1282.
- Wang, X., Chontawan, R., & Nantsupawat, R. (2012). Transformational leadership: Effect on the job satisfaction of Registered Nurses in a hospital in China. *Journal of Advanced Nursing*, 68(2), 444-451.
- Yammering, F.J., & Bass, B.M. (1989). Long term forecasting of transformational leadership and its effects among naval officers: Some preliminary findings. In K.E. Clark & M. B. Clark (Eds.), *Measures of leadership*. West Orange, NJ: Leadership Library of America.
- Yousef, Darwish A, 2000. Organizational Commitment: A Mediator of The Relationship of Leadership Behaviour With Job Satisfaction and Performance in A Non-western Country. *Journal of Managerial Psychology*. Vol. 15 No. 1, 2000, pp.6-28.
- Yudiawan, M., Setiawan, M., Irawanto, D., & Rofiq, A. (2017). The influences of leadership styles, organizational communication, and job satisfaction towards employees' job performance in doing construction jobs: A study on three construction companies in Jakarta. *Russian Journal of Agricultural and SocioEconomic Sciences*, 65(5), 168-180. doi:10.18551/rjoas.2017-05