



# ROLE OF LEADERSHIP STYLES IN QUALITY OF WORK-LIFE: A STUDY ON EDUCATION SECTOR

**Dr. K.S. Sekhara Rao**

Associate Professor, KLU Business School, Koneru Lakshmaiah Education Foundation, Vaddeswaram, Guntur, Andhra Pradesh, India

**Ch. Sahyaja**

Research Scholar, KLU Business School, Koneru Lakshmaiah Education Foundation, Vaddeswaram, Guntur, Andhra Pradesh, India

**S. Lahari**

Student, KLU Business School, Koneru Lakshmaiah Education Foundation, Vaddeswaram, Guntur, Andhra Pradesh, India

**S. Vasavi Pravallika**

Student, KLU Business School, Koneru Lakshmaiah Education Foundation, Vaddeswaram, Guntur, Andhra Pradesh, India

## ABSTRACT

*India is now facing the challenge of growing competition in several respects. In such environment labour retention is very important for survival. In this scenario, appropriate leadership style for quality of work life (QWL) is very essential for survival. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. This research study highlights the quality of work life of University teachers under various dimensions. New Challenges can be faced with employees' commitment and involvement in achieving organizational goals. This study helps the educational institution to know the level of perception towards QWL and to enhance the same by the educational administrators. The major objective of the study was to find whether the quality of work-life leads to job satisfaction or not. In order to find out the influence of job satisfaction on quality of work-life, and also to find out whether there is any significant difference in quality of work-life with respect to gender and other aspects. The result revealed that, all the variables have a positive influence on the quality of work-life. That means any increase or decrease in job satisfaction of employees will show changes in the quality of work-life of employees in the educational institutions.*

**Key words:** Quality of work-life, Job Satisfactions, Dimensions of quality of work life, Faculty members, Demographical factors, leadership styles

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## 1. INTRODUCTION

Competition and lack of availability of highly talented and skilled employees put pressure on organizations to engage employees more efficiently (Fegley, 2006). Hackman and Oldham (1980) described that, QWL as the favourable working environment that supports and promoted satisfaction by providing employees with rewards, job security and career growth opportunities. The work environment enables to fulfil employees' personal needs is considered as an important factor to provide a positive interaction effect, which will lead to an excellent QWL. Cunningham and Eberle (1990) emphasized that, the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. There are some elements, that are relevant to an individual's QWL include; task, physical and social work environment within the organization, organizational system and relationship between life on and off the job etc.,

QWL is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life. QWL programs will benefit both employees and management, by mutually solving work related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs. Quality of work life covers a number of areas like adequate fair compensations, eliminations of health hazards in employment, employees benefit, job security, alternative – work schedules, profit sharing, work place participation and the like. Satisfaction is the job induced motivation and interest in work. When work becomes interesting, the worker gets a job of his choice gives him tremendous psychological satisfaction. Job satisfaction leads to increased productivity. It also leads to positive attitude and behaviour. Job satisfaction leads to decreased turnover and less absenteeism. The focus is on work variables and non-work variables. Some attempt to identify the effects of QWL towards customers' satisfaction (Lau & May 1998), while others determine the relationship between QWL and productivity (Bagtasos, 2011). Commitment, job satisfaction is also viewed as the outcome of QWL (Lee, Singhapakdi & Sirgy, 2007; Johnsrud, 2002; Karrir & Khurana 1996). The present study focused on the establishment of the relationship between leadership and quality of work life. The top level authorities like vice chancellor, principal and Deans have to take the responsibility of creating good work environment in the universities to improve the quality of work life.

## 2. QUALITY OF WORK LIFE MODEL

Quality of work life is depends on various factors. The relationship between those factors and the quality of work life is given below.



**Figure 1** The figure shows the model of Quality of work-life

### 3. REVIEW OF LITERATURE

According to Harrison (1985), QWL is the degree to which the working organization contributes to material and psychological well-being of its members. The QWL as “a process of joint decision making, collaboration and building mutual respect between management and employees”; it is concerned with increasing labour management co-operation to solve the problems, improving organizational performance and employee satisfaction. According to the American Society of Training and Development (1979), it is a process of work organization which enables its members at all levels to actively participate in shaping the organization’s environment, methods and outcomes. Nadler and Lawler (1983) perceived that The QWL emerged to end exploitation and injustice on the part of employers. “QWL is an indicator of how free the society from exploitation. By providing good quality of work life one can eliminate the exploitation, injustice, inequality, oppression and restrictions which ensure the continuous growth of human resource which in turn leads to its overall development.” The evaluation of the concept QWL was mainly in three phases. (i) Scientific Management; (ii) Human Relations Movement, and (iii) Social-technical Movement.

According to Rose, et. al.,(2006) based on the available literature important nine quality of work life components are considered for the present research, they are: Work environment, Organization culture and climate, relation and co-operation, training and development, compensation and rewards, facilities, job satisfaction and job security, autonomy of work, adequacy of resources, which are more appropriate for India. Voonl et al. (2011) used the factors like salaries, job autonomy, job security; workplace flexibility to investigate the relationship between leadership styles and employee job satisfaction, study revealed that transformational leadership style has a stronger relationship with job satisfaction.

According to T. S. Nanjundeswaraswamy and D.R. Swamy(2014),QWL dimensions like work environment, relation and cooperation, autonomy of work has a significant association with leadership style. For both transformational and transactional leadership style job satisfaction and job security has highest correlation coefficient. An effective leader influences followers in specific manner to achieve desired goal; different leadership styles may affect organizational performance Nahavandi (2006).Transformational leadership is a stronger predictor of both job satisfaction and overall employee satisfaction Yair et al. (2003). Ogbonna and Harris (2002) noted that, organizational performance is influenced by a competitive and innovative culture. Organizational culture is influenced by leadership style and subsequently, leadership style affects organizational performance. Correlation between QWL and components of QWL Under both the leadership style job satisfaction and job security have more significant correlation with the QWL. In case of transformational leadership style autonomy of work (0.630) is less correlated with QWL and in case of transactional leadership training and development (r= 0.7683) has less correlation with QWL.

Leadership		Quality of Work Life		Organizational Performance
Vision		Work Life Balance		New Business
Altruistic		Health & Well Being		Repeat Business
Hope/Faith	→	Job Satisfaction	→	Return on Investment
Meaning/calling		Management Support		Customer Satisfaction
Membership		Co-Worker Support		Employee Turnover
Organizational Commitment				

Source: T. S. Nanjundeswaraswamy, D.R. Swamy(2014)

Figure 2: Figure shows the relation between leadership, quality of work life and organisational performance

#### 4. NEED FOR THE STUDY

One of the most salient career paradigm shifts is the change from job security to employability security. Retaining of talented employees has become one of the major priorities of the organizations (HR focus, 2006). Quality of Work Life is the essential factor for improving the working environment. The Quality of Work Life facilitates employee’s training opportunities, job satisfaction and working conditions if the level of QWL is measured. A better Quality of Work Life improves the growth of the employee’s along with the organization growth. Since the emergence of the concept, there is no significant research has been done in professional institutions to measure the QWL of employees. So, the study tries to put little effort to analyze and assess the concept in a systematic manner, particularly in educational institutions in Indian. So, study is conducted to analyze the factors affecting Quality of work life in educational institutions and how it can be enhanced in teaching professionals to achieve individual as well as institutional goals.

##### 4.1. Research Gap

The teaching profession is said to be one of the prominent and challenging profession. Now days, because of corporatisation of education, the stress and depression increased in employees, the level of job satisfaction is also declined, which leads to declining of organizational performance. The employees are unable to balance their personal and professional life. To balance both the organization must provide Quality of Work-Life life to its employees

## 4.2. Objective

1. To study the nature of association between quality of work life & job satisfaction.

## Hypothesis

**H1:** There is a positive relationship between quality of work and job satisfaction.

## 5. RESEARCH METHODOLOGY

The study is descriptive in nature it describes the quality of work life dimensions and it establish the relationship between quality of work life dimensions and job satisfaction. The variables collected from previous literature and a structured questionnaire was prepared. The questionnaire used in the survey consisted of two sections. The first section, including demographic information about respondents, namely: gender, age, education level, income level, in the respective university. The last section was of 52 statements, was designed to measure the perception by faculty members on eight dimensions of QWL and Job Satisfaction. Respondents were asked to rate their level of agreement on each statement from

“1” as “completely dissatisfied” to “5” as “completely satisfied”.

### 5.1. Data Collection and Sampling Procedure

Data was collected from the private university employees by distributing the structured questionnaires. Simple random sampling technique was used for data collection. After a rigorous effort for the data collection, a total of 185 completed questionnaires were found out to measure the faculty members’ perception of their QWL. The measurement tool is the “Likert scale” specially designed for rating of perception of the respondent.

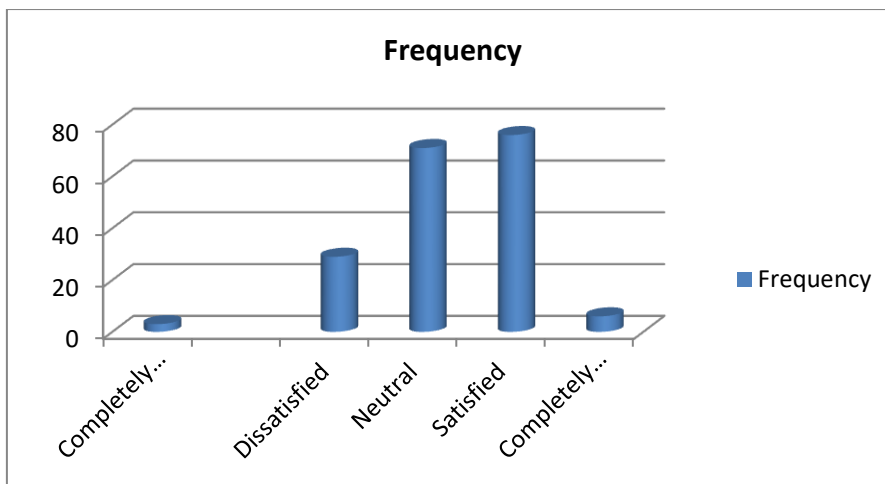
For the study the data is collected from different sources. The sources of data are primary sources and secondary sources. In primary sources the data is collected from professors, associate professors and assistant professors

### 5.2. Data Analysis

The collected data was presented with the help of frequency tables, cross tabulation, graphs and pie charts.

**Table 1** Table shows the frequency of work load satisfaction

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Highly Dissatisfied	3	1.6	1.6	1.6
Dissatisfied	29	15.7	15.7	17.3
Neutral	71	38.4	38.4	55.7
Satisfied	76	41.1	41.1	96.8
Highly Satisfied	6	3.2	3.2	100
Total	185	100	100	

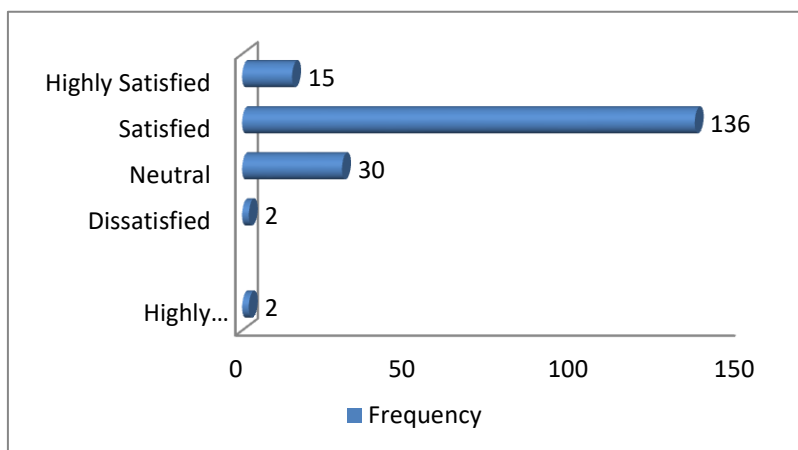


**Figure 3** Figure shows the frequency of work load satisfaction

The figure above shows that, 1.6 percent of the respondents are highly dissatisfied, 15.7 percent of the respondents are dissatisfied 55 percent are shown neutral, 96 percent are satisfied and 100 percent are highly satisfied. So majority of respondents opined that, their level of satisfaction is high.

**Table 2** Frequency Table shows the satisfaction level of technology usage on tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	2	1.1	1.1	1.1
Dissatisfied	2	1.1	1.1	2.2
Neutral	30	16.2	16.2	18.4
Satisfied	136	73.5	73.5	91.9
Highly Satisfied	15	8.1	8.1	100
Total	185	100	100	

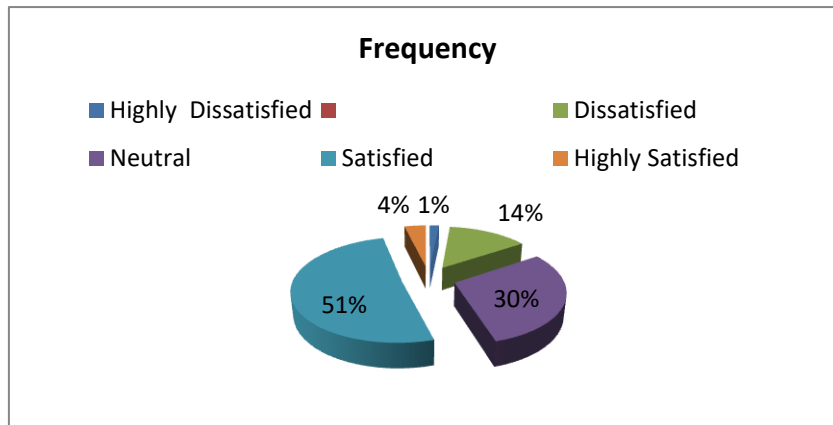


**Figure 4** Figure shows the satisfaction level of technology usage of tasks

The above frequency table and figure shows that, 1.1 percent of the respondents are highly dissatisfied and 1.1 percent is dissatisfied, 16.2 percent respondents are neutral, 73.5 percent are satisfied and 8.1 percent are highly satisfied. So majority of respondents opined that, their level of satisfaction is high.

**Table 3** The frequency table shows the satisfaction level of autonomy of work

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	3	1.6	1.6	1.6
Dissatisfied	26	14.1	14.1	15.7
Neutral	55	29.7	29.7	45.4
Satisfied	94	50.8	50.8	95.2
Highly Satisfied	7	3.8	3.8	100
Total	185	100	100	

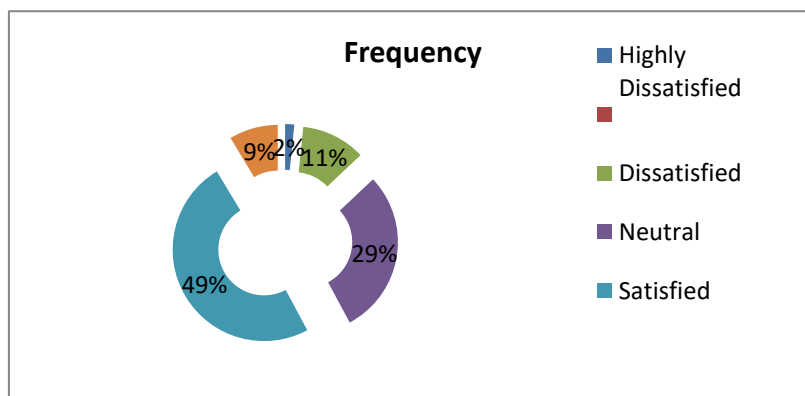


**Figure 5** Figure shows the satisfaction level of autonomy of work

The above frequency table and figure shows that, 1.6 percent of the respondents are highly dissatisfied, 14.1 percent are dissatisfied, 29.7 percent are neutral, 50.8 percent are satisfied and 3.8 percent respondents are highly satisfied. So majority of respondents opined that, their level of satisfaction is high.

**Table 4** Table shows the frequency of performance evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Dissatisfied	3	1.6	1.6	1.6
Dissatisfied	21	11.4	11.4	13
Neutral	54	29.2	29.2	42.2
Satisfied	91	49.2	49.2	91.4
Highly Satisfied	16	8.6	8.6	100
Total	185	100	100	



**Figure 6** Figure shows the frequency of performance evaluation

The above frequency table and figure shows that, 1.6 percent of the respondents are highly dissatisfied 11.4 percent are dissatisfied 29.2 percent are neutral 49.2 percent are satisfied and 8.6 percent are highly satisfied. So majority of respondents opined that, their level of satisfaction is high in performance evaluation.

### 6. TESTING OF HYPOTHESIS

To establish the relationship between different variables two hypotheses are framed. To test these hypotheses different statistical tools are used.

#### H1: There is a positive relationship between QWL & job satisfaction

To find the relationship between the Quality of Work-life and Job satisfaction, multiple Regression analysis was conducted. It finds the influence of Job Satisfaction variants on the QWL dimensions. So, the hypothesis is further sub-divided into 3 hypotheses, they are:

**H1a:** There is a positive relationship between adequate and fair compensation and job satisfaction.

**H1b:** There is a positive relationship between safety and healthy working conditions and job satisfaction.

**H1c:** There is a positive relationship between adequate and fair compensation and job satisfaction

**Table 5** Table shows the model summary of regression analysis

			Adjusted R	Std. Error of the
Model	R	R Square	Square	Estimate
1	.717 <sup>a</sup>	.514	.454	.556

**a. Predictors:** (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence

The regression procedure yields an R<sup>2</sup> of 0.514, and adjusted R<sup>2</sup> of 0.454, indicating that almost 45.4 percent of the variance in the transformed job satisfaction rankings is explained by the regression on the optimally transformed predictors. It means the independent variables are explains the variance of dependent variable of job satisfaction. Transforming the predictors improves the fit over the standard approach.

**Table 6** Table shows ANOVA<sup>s</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.639	20	2.682	8.665	.000 <sup>a</sup>
	Residual	50.761	164	0.31		
	Total	104.4	184			

**a. Predictors:** (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence



**b. Dependent Variable:** Adequate & Fair compensation

The above table of analysis of variance (ANOVA) shows that, the various sums of squares and the degree of freedom associated with each. From these two values, the average sums of squares (mean squares) can be calculated by dividing the sums of squares by the associated degrees of freedom. The most important part of the table is the F-ratio. For these data, F is 8.665 which is significant at  $p - \text{value} < 0.05$ . The table shows that, sig: value is 0.000, which is less than 5percent level of significance. So the hypothesis can be accepted.

**Table 7** Table shows the Beta-coefficients and P-value.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.803	0.445		1.804	0.073
Activity	-0.082	0.106	-0.076	-0.778	0.438
Independence	0.051	0.13	0.047	0.395	0.693
Variety	-0.296	0.118	-0.232	-2.517	0.013
Social status	0.02	0.077	0.022	0.259	0.796
Supervision	-0.266	0.123	-0.25	-2.157	0.032
Supervision-technical	0.19	0.112	0.187	1.692	0.092
Moral values	0.078	0.099	0.069	0.787	0.432
Security	-0.022	0.108	-0.021	-0.205	0.838
Service	0.309	0.1	0.284	3.086	0.002
Authority	0.044	0.104	0.039	0.421	0.674
Ability	0.124	0.11	0.095	1.131	0.26
Company policies	-0.12	0.105	-0.131	-1.14	0.256
Compensation	0.265	0.099	0.286	2.691	0.008
Advancements	0.012	0.111	0.012	0.107	0.915
Responsibility	0.359	0.11	0.344	3.27	0.001
Creativity	0.068	0.107	0.068	0.636	0.526
Working Conditions	0.233	0.112	0.192	2.076	0.039
Cooperation	-0.012	0.136	-0.009	-0.086	0.932
Recognition	0.012	0.131	0.01	0.092	0.927
Achievement	-0.238	0.11	-0.199	-2.17	0.031

**a. Dependent Variable:** Adequate & Fair compensation

Standardized coefficients are often interpreted as reflecting the importance of each predictor. However, regression coefficients cannot fully describe the impact of a predictor or the relationships between the predictors. The largest coefficient occurs for responsibility (0.344) and “services” (0.284). Further the high coefficients occur for “compensation” (0.286) and working conditions (0.192). The above table shows the beta values which indicate the individual contribution of each predictor to the model. The beta values tell us about the relationship between job satisfaction and each predictor. If the value is positive the relationship between predictor and the outcome is positive, where as a negative coefficient represents a negative relationship.

**H1b:** There is a positive relationship between safety and healthy working conditions and job satisfaction.

**Table 8** Table shows the model summary of regression analysis

Model	R	R Square	Adjusted R	Std. Error of the
			Square	Estimate
1	.703 <sup>a</sup>	0.495	0.433	0.49

**a. Predictors:** (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence

The regression procedure yields an  $R^2$  of 0.495, and adjusted  $R^2$  of 0.433, indicating that almost 43.3 percent of the variance in the transformed job satisfaction rankings is explained by the regression on the optimally transformed predictors. It means the independent variables are explains the variance of dependent variable of job satisfaction. Transforming the predictors improves the fit over the standard approach.

**Table 9** Table shows ANOVA results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.637	20	1.932	8.031	.000 <sup>a</sup>
Residual	39.449	164	0.241		
Total	78.086	184			

**a. Predictors:** (Constant), Achievement, Creativity, Activity, Authority, Social status, Working Conditions, Ability, Moral values, Company policies, Cooperation, Variety, Service, Advancements, Supervision-technical, Security, Recognition, Responsibility, Compensation, Supervision, Independence

**b. Dependent Variable:** Safety & Healthy Working Conditions

The above table of analysis of variance (ANOVA) shows that, the various sums of squares and the degree of freedom associated with each. From these two values, the average sums of squares (mean squares) can be calculated by dividing the sums of squares by the associated degrees of freedom. The most important part of the table is the F-ratio. For these data, F is 8.031 which is significant at  $p - \text{value} < 0.05$ . The table shows that, sig: value is 0.000, which is less than 5 percent level of significance. So the hypothesis can be accepted.

**Table 10** Table shows the Beta-coefficients and P-value.

	B	Std. Error	Beta	t	Sig.
(Constant)	0.721	0.393		1.838	0.068
Activity	-0.064	0.093	-0.068	-0.683	0.495
Independence	0.331	0.114	0.351	2.897	0.004
Variety	-0.12	0.104	-0.108	-1.155	0.25
Social status	0.213	0.068	0.268	3.148	0.002
Supervision	-.109	.109	-.118	-1.005	.316
Supervision-technical	.110	.099	.125	1.112	.268
Moral values	-.030	.087	-.031	-.346	.730
Security	.124	.095	.135	1.305	.194
Service	-.180	.088	-.192	-2.042	.043
Authority	.052	.092	.054	.567	.571
Ability	-.107	.097	-.095	-1.110	.269
Company policies	.140	.093	.177	1.512	.132
Compensation	-.173	.087	-.216	-1.996	.048
Advancements	.074	.098	.082	.751	.454
Responsibility	.134	.097	.149	1.388	.167
Creativity	-.166	.094	-.191	-1.761	.080
Working Conditions	.276	.099	.262	2.784	.006
Cooperation	-.220	.120	-.201	-1.839	.068
Recognition	.210	.116	.211	1.820	.071
Achievement	.279	.097	.270	2.882	.004

### **a. Dependent Variable: Safety & Healthy Working Conditions**

Standardized coefficients are often interpreted as reflecting the importance of each predictor. However, regression coefficients cannot fully describe the impact of a predictor or the relationships between the predictors. The largest coefficient occurs for independence (0.351) and “social status” (0.268). Further the high coefficients occur for “recognition” (0.211), achievement (0.270) and working conditions (0.262). The above table shows the beta values which indicate the individual contribution of each predictor to the model. The beta values tell us about the relationship between job satisfaction and each predictor. If the value is positive the relationship between predictor and the outcome is positive, where as a negative coefficient represents a negative relationship.

## **7. FINDINGS & SUGGESTIONS**

- Out of 185 respondents, 3.2% are completely satisfied, 45.4% are satisfied, 40.5% respondents are in neutral state and less percentage of respondents are completely dissatisfied with adequate & fair compensation dimension of quality of work life.
- Out of 185 respondents, 4.3% are completely satisfied, 48.1% are satisfied, 44.3% respondents are in neutral state and less percentage of respondents are completely dissatisfied with safety & healthy working condition dimension of quality of work life.
- The QWL dimensions like Adequate and Fair compensation, Safety and Healthy Working conditions have some influence on the dimensions of Quality of Work-Life. But it is not up to the mark like other QWL dimensions
- Quality of work life can be improved by providing the best possible incentives to the employees in the university.
- Quality of work life can be improved by reducing the complexity of work load of that the employees have in the university.
- In order to increase the satisfaction level of employees on the Adequate & Fair Compensation. Organization should go for market analysis of the pay and make possible changes in the pay structure if the results need improvements. Providing benefit programs for the employees makes employees more satisfied
- The Safety & Healthy Working conditions can be improved by promoting initiatives to shorten the number of total working hours of employee, providing facilities for commuting for necessary.

## **8. CONCLUSIONS**

Faculty members of educational institutions play a significant role for economic growth by contributing their knowledge, skills and effort. So human resource policies using a combination of well-designed QWL initiatives for the faculty members will lead to competitive advantage as it will increase the job satisfaction of the faculty members. The promoters of the educational institutions have to take the leadership to motivate their employees.

The fundamental objective of this study was to ascertain the relationship between Job satisfaction & QWL dimensions. The association between Job satisfactions across various QWL dimensions are measured through the multiple regression analysis, and it is found that it has a considerable positive association with job satisfaction. The study revealed the most positive perceived quality of work life dimensions by the faculty members. It can be said undoubtedly, that an improved quality of work life leads to a higher level of job satisfaction, which in turn reduces the employee turnover rate associated with job satisfaction.

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