

# A Research on Transactional Leadership Style and Job Satisfaction of Employees in Telangana State Road Transport Corporation

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**ABSTRACT---** *In present day vibrant work environment, leadership style is having greater influence on progress of organization and job performance and satisfaction of employees. Contingent rewards, management by exception (active) and management by exception (passive) are key dimensions of transactional leadership styles in Telangana State Road Transport Corporation. Significant difference is prevailing among transactional leadership styles and socio-demographics of employees in Telangana State Road Transport Corporation. Contingent rewards, aforementioned parameters have noteworthy and optimistic relation with job satisfaction of employees in Telangana State Road Transport Corporation. It is recommended that practicing transactional leadership styles improve the job satisfaction.*

**Keywords—**Employees, Job Satisfaction, Transactional Leadership Style.

## 1. INTRODUCTION

Leadership is the continuous course of action where an employee persuades a group of others for attaining general objectives. Leadership is an act of exercising strategy that gives inspiration and motivation to employees in order to improve their potentiality and also for their overall development. Leadership is highly essential for managing organization and employees effectively and leaders have practiced different styles according to nature of business operations and situations. Leadership style is the method of giving guidance, execution of plans and encouraging employees to meet their goals (Northouse, 2015).

Job satisfaction among employees is exciting and positive condition which is attained by them in their job activities and it is depending upon their emotions, faiths and behaviours. Job satisfaction is emotional response of employees on their jobs as they aspired are attained and it decides performance of organization. Efficient leadership style gives proper direction and assistance for employees to attain their job objectives and satisfaction and is capable of retaining them with organization.

## 2. LITERATURE REVIEW

Voon (2011) found that income, security, flexibility, power and transactional leaderships were positively influencing job satisfaction. Thamrin (2012) concluded that transformational leadership was not influencing job satisfaction of employee.

Ruggieri (2013) revealed that transactional leadership was having positive effect on job satisfaction and happiness among employees significantly.

## 3. OBJECTIVES OF THE STUDY

1. To study dimensions of transactional leadership style in Telangana State Road Transport Corporation
2. To inspect difference among socio-demographics of employees and transactional leadership style in Telangana State Road Transport Corporation
3. To study relation among transactional leadership styles and job satisfaction of employees in Telangana State Road Transport Corporation.

## 4. HYPOTHESES OF THE STUDY

1. There is no noteworthy alteration in transactional leadership style among socio-demographics of employees in Telangana State Road Transport Corporation
2. There are no noteworthy relations among transactional leadership style and job satisfaction of employees in Telangana State Road Transport Corporation.

## 5. METHODOLOGY

The present research is conducted in Telangana state. Employees of Telangana state road transport corporation are chosen by adopting simple random sampling method and questionnaire is administered to get data from 250 employees of Telangana State Road Transport Corporation. Percentages are computed to know socio-demographics of employees and mean and standard deviation are calculated to understand dimensions of transactional leadership style. t-test and F-test are applied to inspect difference among socio-demographics of employees and transactional leadership style. Correlation analysis is done to study relation among these two parameters.

## 6. RESULTS AND DISCUSSION

### 6.1. SOCIO-DEMOGRAPHICS OF EMPLOYEES

The socio-demographics of employees of Telangana state road transport corporation is given in Table-1. The findings make clear that 78.80 per cent of employees are males, whilst, 21.20 per cent of them are females and 48.00 per cent of them are coming under age group of 41 to 50 years, whilst, 15.60

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per cent of them are coming under age group of 21 to 30 years. The findings explicate that 44.80 per cent of them are under graduates, whilst, 16.00 per cent of them are diploma holders and 49.60 per cent them are assistant manager, whilst, 12.40 per cent of them are regional managers.

The findings demonstrate that 46.00 per cent of them are bearing 11 to 15 years of working experience, whilst, 15.20 per cent of them are bearing 1 to 5 years working experience and 42.80 per cent of them possess monthly income of Rs.50001 to Rs.100000, whilst, 23.60 per cent of them possess monthly income of below Rs.50000. And 88.40 per cent of them are married, whilst, 11.60 per cent of them are unmarried.

**Table-1. Socio-Demographics of Employees**

Socio-Demographics	Number of Employees	Percentage
<b>Gender</b>		
Male	197	78.80
Female	53	21.20
<b>AgeCategory</b>		
21 – 30 Years	39	15.60
31 – 40 Years	91	36.40
41– 50 Years	120	48.00
<b>Education</b>		
Diploma	40	16.00
Under Graduation	112	44.80
Post Graduation	98	39.20
<b>Designation</b>		
Regional Manager	31	12.40
Senior Manager	95	38.00
Assistant Manager	124	49.60
<b>Working Experience</b>		
1 – 5 Years	38	15.20
6 – 10 Years	97	38.80
11 – 15 Years	115	46.00
<b>Monthly Income</b>		
Below Rs.50000	59	23.60
Rs.50001 – Rs.100000	107	42.80
Rs.100001– Rs.150000	84	33.60
<b>Marital Status</b>		
Married	221	88.40
Unmarried	29	11.60

## 6.2. TRANSACTIONAL LEADERSHIP STYLE

The opinion of employees on dimensions of transactional leadership style in Telangana state road transport corporation are given as below.

### 6.2.1. Contingent Reward

The opinion of employees on contingent reward is given in Table-2.

**Table-2. Contingent Reward**

Contingent Reward	Mean	Standard Deviation
My superior recognizes my achievement in job	3.92	1.01
My superior gives rewards for my achievement	3.84	1.12
My superior helps me to do my job well	3.90	1.04

The employees are agreed with their superior recognizes their achievement in job, their superior gives rewards for their achievement and their superior helps them to do their job well.

### 6.2.2. Management by Exception (Active)

**Table-3. Management by Exception (Active)**

Management-by-Exception (Active)	Mean	Standard Deviation
My superior usually concentrates on my failures	3.78	1.05
My superior at all times tracks my mistakes	3.33	1.14
My superior puts efforts on failures to meet up standards	3.72	1.09

The employees are agreed with their superior usually concentrates on their failures and their superior puts efforts on failures to meet up standards, whilst, they are neutral with superior at all times tracks their mistakes.

### 6.2.3. Management by Exception (Passive)

**Table-4. Management by Exception (Passive)**

Management-by-Exception (Passive)	Mean	Standard Deviation
My superior takes action if things are going wrong	3.39	1.18
My superior normally looks for disparity from anticipated performance	3.75	1.03
My superior provide feedback for correcting disparity in norms	3.79	0.98

The employees are agreed with their superior normally looks for disparity from anticipated performance and their superior provide feedback for correcting disparity in norms, whilst, they are neutral with their superior takes action if things are going wrong.

## 6.3. SOCIO-DEMOGRAPHICS OF EMPLOYEES AND TRANSACTIONAL LEADERSHIP STYLE

To inspect difference among socio-demographics of employees and transactional leadership style in Telangana state road transport corporation, t-test and ANOVA test are applied and the results are given in Table-5.

**Table-5. Difference among Socio-demographics of Employees and Transactional Leadership Style**

Particulars	t-Value / F-Value	Sig
Gender and Transactional Leadership Style	3.924** (t-value)	.000
AgeCategory and Transactional Leadership Style	4.875** (F-Value)	.000
Education and Transactional Leadership Style	4.736** (F-Value)	.000
Designation and Transactional Leadership Style	5.020** (F-Value)	.000



Working Experience and Transactional Leadership Style	4.642** (F-Value)	.000
Monthly Income and Transactional Leadership Style	4.905** (F-Value)	.000
Marital Status and Transactional Leadership Style	3.838** (t-value)	.000

\*\*Significant at 1 % level

The t-value and F-values are explaining significant difference exists in transactional leadership style in Telangana state road transport corporation among socio-demographics of employees at one cent level.

#### 6.4. RELATION AMONG TRANSACTIONAL LEADERSHIP STYLE AND JOB SATISFACTION OF EMPLOYEES

The correlation analysis is carried out and the results are given in Table-6.

**Table-6. Relation among Transactional Leadership Style and Job Satisfaction of Employees**

Particulars	Contingent Reward	Management-by-Exception (Active)	Management-by-Exception (Passive)	Job Satisfaction
Contingent Reward	1.00			
Management-by-Exception (Active)	0.50**	1.00		
Management-by-Exception (Passive)	0.47**	0.48**	1.00	
Job Satisfaction	0.64**	0.55**	0.52**	1.00

\*\*Significant at 1 % level

The correlation coefficient among contingent rewards and job satisfactions of employees is 0.64, which is positively and highly associated with each other at one per cent level of significance. The two parameters are positively and moderately correlated with each other with the value of 0.55, which is significant at one per cent level.

### 7. CONCLUSION

Thus, Telangana state road transport corporation should track mistakes of employees at all times carefully and support them to avoid such mistakes in future and it must take action if things are going wrong for improving their job performance and satisfactions. It is recommended that practicing transactional leadership style improves levels of job satisfactions of employee in Telangana State Road Transport Corporation

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