


Spring 2018

Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India

Akhila Nidadhavolu

Western Kentucky University, akhila.nidadhavolu810@topper.wku.edu

Follow this and additional works at: <https://digitalcommons.wku.edu/theses>

 Part of the [Engineering Commons](#), [Leadership Studies Commons](#), [Management Information Systems Commons](#), and the [Operations and Supply Chain Management Commons](#)

Recommended Citation

Nidadhavolu, Akhila, "Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India" (2018). *Masters Theses & Specialist Projects*. Paper 2090.
<https://digitalcommons.wku.edu/theses/2090>

This Thesis is brought to you for free and open access by TopSCHOLAR®. It has been accepted for inclusion in Masters Theses & Specialist Projects by an authorized administrator of TopSCHOLAR®. For more information, please contact topscholar@wku.edu.

IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT – A STUDY IN THE CONSTRUCTION
SECTOR IN INDIA

A Thesis
Presented to
The Faculty of the School of Engineering and Applied Sciences
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
Of the Requirements for the Degree
Master of Science

By
Akhila Nidadhavalu

May 2018

IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT - A STUDY IN THE CONSTRUCTION SECTOR IN INDIA

Date Recommended 3/30/2018
K.B. Askins

Dr. Brent Askins, Director of Thesis

Elmer Gray
Dr. Elmer Gray

Kristie B. Guffey
Dr. Kristie Guffey

T. [Signature] 4/16/18
Dean, Graduate Studies Date

ACKNOWLEDGEMENTS

I thank the God for his blessings, mercy, and love on me. I would like to convey my gratitude to my committee chair Dr. Brent Askins, whose excellent guidance, support and confidence in me have been evident from the first day I started my thesis. Without his direction and help, this thesis would not have been possible. I would like to thank my committee members, Dr. Elmer Gray and Dr. Kristie Guffey, for their analytical direction, patience, assistance, and mentorship. It was a pleasure working with them, and their efforts contributed significantly to my success.

I would also like to thank my dear friend, Mercy for her editorial support to complete my thesis successfully. Thanks for supporting me throughout my master's program. I am also thankful to all the respondents who took time to complete the research survey.

Finally, I would like to thank my family and my best friend Mounica for their consistent support and encouragement during the thesis period. I am grateful to my sister who has always been an inspiration to me.

TABLE OF CONTENTS

List of Figures	viii
List of Tables	ix
Introduction.....	1
Background and Importance	1
Problem Statement	1
Purpose of the study	4
Significance of Research.....	4
Research Questions	4
Assumptions	5
Limitations	5
Delimitations	6
Definition of Terms.....	7
Literature Review.....	9
Introduction	9
Focus of the Study.....	9
Definition of Leadership	9
Leadership Traits.....	12
Behavioral-Leadership Approach	12
Situational-Leadership Approach.....	15

Leadership Styles	16
Transformational Leadership Style	17
Transactional Leadership Style	19
Laissez-faire leadership style	21
Job Satisfaction	21
Organizational Commitment	24
Methodology	28
Research Objective.....	28
Research Methods and Design	28
Participants and sample.....	28
Data Collection.....	30
Description of Questionnaire	30
Measuring Instrument	32
Reliability and Validity	33
Data Analysis	34
Results and Discussions.....	36
Demographics of participants.....	36
Leadership Assessment	44
Job Satisfaction and Organizational Commitment.....	59
Conclusion and Recommendations.....	74

Implications	76
Limitations	78
Recommendations	79
References	80
Appendix A.....	94
Appendix B.....	95
Appendix C.....	96
Appendix D.....	97

LIST OF FIGURES

<i>Figure 1. The Leadership Pattern</i>	12
<i>Figure 2. Gender</i>	37
<i>Figure 3. Age of respondents</i>	38
<i>Figure 4. Educational Level</i>	39
<i>Figure 5. Years of Working with the Company</i>	41
<i>Figure 6. Current Position in the Company</i>	42

LIST OF TABLES

Table 1. Responses to question 1	45
Table 2. Leadership style assessment question 1	45
Table 3. Responses to question 2	46
Table 4. Leadership style assessment question 2	47
Table 5. Responses to question 3	47
Table 6. Leadership style assessment question 3	48
Table 7. Responses to question 4	49
Table 8. Leadership style assessment question 4	49
Table 9. Responses to question 5	50
Table 10. Leadership style assessment question 5	51
Table 11. Responses to question 6	52
Table 12. Leadership style assessment question 6	52
Table 13. Responses to question 7	53
Table 14. Leadership style assessment question 7	54
Table 15. Responses to question 8	55
Table 16. Leadership style assessment question 8	55
Table 17. Responses to question 9	56
Table 18. Leadership style assessment question 9	57
Table 19. Responses to question 10	58
Table 20. Leadership style assessment question 1	58
Table 21. Responses to question 11	60
Table 22. Job satisfaction survey question 11	60

Table 23. Responses to question 12.....	61
Table 24. Job satisfaction survey question 12	62
Table 25. Responses to question 13.....	63
Table 26. Job satisfaction survey question 13	63
Table 27. Responses to question 14.....	64
Table 28. Job satisfaction survey question 14	65
Table 29. Responses to question 15.....	65
Table 30. Job satisfaction survey question 15	66
Table 31. Responses to question 16.....	67
Table 32. Organizational commitment survey question 16	67
Table 33. Responses to question 17.....	68
Table 34. Organizational commitment survey question 17	69
Table 35. Responses to question 18.....	70
Table 36. Organizational commitment survey question 18	70
Table 37. Responses to question 19.....	71
Table 38. Organizational commitment survey question 19	72
Table 39. Responses to question 20.....	72
Table 40. Organizational commitment survey question 20	73

IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT – A STUDY IN THE CONSTRUCTION
SECTOR IN INDIA

Akhila Nidadhavolu

May 2018

Pages 104

Directed by: Dr. Brent Askins, Dr. Elmer Gray, Dr. Kristie Guffey

School of Engineering and Applied Sciences

Western Kentucky University

Leadership plays a vital role in any industry. Therefore, a positive relationship between the management and the employees is very crucial for any organization to get better turnover and recognition. The current study discusses the leadership styles used in the Construction Industry in India. The development of construction industry in India requires suitable leadership approaches of the management. In the condition of such requirement, this research paper has three-fold objectives: first, to study the leadership styles used by the higher-management levels of Indian construction companies, and second, to examine the impact of leadership styles on job satisfaction, and third, to analyze the impact of the leadership styles on organizational commitment.

A survey was designed and carried to assess the objectives of the research. A total of sixty employees were selected for the study. The survey participants were the three working groups of the three construction companies; (1) senior managers, (2) construction engineers, (3) worker supervisors. The questionnaire has a total of 25 questions that includes demographics, leadership styles assessment, job satisfaction, and organizational commitment. Confidence level, Mean, and Standard Deviation was used to analyze the results of the respondents. The results show that the higher-management of company A uses good leadership styles and the employees are satisfied with the job and

committed to the organization. However, employees of company B and C were not happy with the leadership styles used by the management and unsatisfied with the job and less committed to the organization.

Introduction

Background and Importance

In India, the construction industry is the second largest industry, after agriculture, and contributes both directly and indirectly towards the country's economic growth. The Indian construction industry is a dominant contributor to the gross domestic product (GDP) of the country. The construction sector employs 33 million people in the country and influences many associated industries such as cement, steel, technology, and skill-enhancement (Jain, 2016). The construction sector is mainly divided into three types of activities in the economy: infrastructure construction, residential construction, and commercial construction which includes business complexes, shopping malls, bridges, dams, roads and urban infrastructure development. As per 2017 reports, Foreign Direct Investment (FDI) received US\$24.3 billion in the construction development sector (townships, housing, infrastructure build-up, and development projects) from April 2000 to March 2017, according to the Department of Industrial Policy and Promotion (DIPP) (IBEF, 2017). This focuses on the fact that well planned and organized construction is the target for Indian construction industry.

In any industry, organizations deal with issues related to management, planning, human resources, and leadership. In this context, the role of leadership style is a crucial factor for the advancement and prosperity of organizational growth. A central and vital aspect of improving the performance of the construction industry is the need for the development of leadership skills in the higher-management in the companies (Skipper, 2004). Developing countries like India have a significant demand for the leadership in the construction industry, for reasons such as project planning, project performance, project

management, job satisfaction, organizational commitment, and efficient communication. Employees' job satisfaction is essential for high-quality work for effective organizational performance. Leadership styles have a great influence on employees' job satisfaction and organizational commitment. Ineffective administration and management are one of the fundamental factors for the low levels of job satisfaction and organizational commitment in the construction industry.

Strong leadership behavior is essential for the proper communication of information between the individual team members in the project. The manager and their leadership skills determine the team communication, and with proper information sharing, the teams' effectiveness increases. In more complex environments and interdependent tasks, proper communication systems and knowledge sharing among team members are vital to maintaining overall organization productivity (Tabassi, Ramli, & Dashti, 2013, p. 48). The leadership behavior practiced by the management can play a crucial part in the relationship with employees, team collaboration, and cohesiveness' in a project environment.

Therefore, the implementation of an appropriate leadership style, and managers with excellent leadership qualities can improve an entire organization. Leaders should consider job satisfaction, employee's performance, and organizational commitment in order to accomplish the organizational goals efficiently. The focus of this research study is to examine and analyze the significance of leadership traits in the construction industry in India. The results of the study can be used to make suggestions for the proper implementation of leadership skills in the construction sector in India.

Problem Statement

The construction industry of India has experienced leadership problems in recent times, despite the advancement of the construction companies. An organization should have effective leadership traits to achieve their objectives and to encourage the employees' achievements at an individual level. The growth of the industry has been disrupted due to the inconsistency in leadership as managers lacked the essential leadership styles to lead the organization towards its desired goals. The rate of employee job satisfaction is firmly connected to the accomplishment of the organizational goals. Management with ineffective and detrimental leadership behavior, termed as toxic, destructive, or tyrannical leadership, has an adverse impact, not only on the organization, but also on the well-being of the employees (Chukwura, 2017).

The current construction market has significant management issues regarding how to increase the job satisfaction of employees in order to meet the organizational goals. The current diverse workforce is a significant challenge for leaders to manage. The leadership strategies need to be developed to better handle the workforce in order to improve the performance of operations within an organization. Previous research exhibits that leadership styles have distinct control on employees' job satisfaction. However, research involving the relationship between leadership styles, job satisfaction, and organizational commitment is insignificant. The evaluation of the leadership traits in this study is therefore based on most crucial and extensive aspects that are determined from the literature.

Purpose of the study

This study is aimed to construe and examine the relationship between leadership styles on the employees' job satisfaction and organizational commitment in the construction industry in India, in order to indicate which leadership style is most preferred by the companies. There is a demand for integration of leadership theories in construction companies. Therefore, it is crucial for the management of construction companies to identify and understand the employees' job satisfaction and commitment towards the organization for enhancing its goals and endeavors. This research study analyzes the relationship between the leadership styles, job satisfaction and employees' commitment to the construction companies. The survey methodology and the results collected from the study will have constructive ramifications for the leaders and management of the construction companies.

Significance of Research

The significance of this research is to understand the impact of leadership styles on employees' job satisfaction and organizational commitment. The data gathered from this research study would help in understanding the importance of leadership styles and leadership management on employees' job satisfaction in the organizations. The results of the study carried out could contribute to the field of organizational management in the construction sector and allow the leaders and managers to understand strong leadership and management styles in correlation with employee job satisfaction, and how it affects the overall performance of the organization. The results aim to provide knowledge to the leaders in order to implement definitive suggestions and make sound decisions

concerning leadership styles and employee job satisfaction in leading the organization towards success.

Research Questions

1. Which leadership styles are most preferred by the higher-level management of the company?
2. What are the impacts of leadership styles on employees' job satisfaction?
3. What are the impacts of leadership styles on employees' organizational commitment?

Assumptions

The following assumptions were made regarding the research:

- Responses were received from all three construction companies.
- The respondents were aware of the leadership traits.
- The research study participants understood survey questionnaire instructions and questions.
- The respondents answer the questionnaire honestly.
- Answers given by the respondents were accurate of their true perception.

Limitations

The research involved a survey, which was sent to three construction companies:

- The survey is limited to only three construction companies in India.
- The survey is limited to few key players (senior managers, construction engineers, and worker supervisors) in the construction sector.
- Not all the participants have participated in the survey.

- Inaccuracy in data may arise due to non-responses.

Delimitations

The research was conducted with the following delimitations:

- The research was carried out in Andhra Pradesh, and Telangana states in India because the researcher can easily access the data needed for the survey.

Definition of Terms

Terms used in the study are defined as follows:

Leadership: 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).

Leadership Styles: Leadership style is the style a leader takes in his or her interaction with subordinates, toward influencing attainment of organizational goals. There are four types of leader behaviors: the directive autocrat, the permissive autocrat, the directive democrat and the permissive democrat (Lin, 2003).

Leadership Skills: Leadership skills are a set of learned or acquired abilities that one can learn to become a more effective leader. A Leadership Skills Inventory is an assessment tool which is used to measure individual leadership skills against the principles of servant leadership (Kwan, 2013).

Tyrannical Leadership: Tyrannical leadership is showing power and authority which is cruel and oppressive towards the followers. Tyrannical leaders may humiliate, belittle and manipulate their subordinates to 'get the job done' (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010).

Organizational Commitment: Organizational commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for their decision to continue working in the organization (Clinebell, Skudiene, Trijonyte, & Reardon, 2013, p. 140).

Management: Management is the process of planning and budgeting, coordinating and staffing, and controlling and problem solving, necessary to produce a degree of consistency and order in an organization (Skipper, 2004).

Project Management: Project management is defined as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements by working with the project team members (Sargent, 2016).

Job Satisfaction: Job satisfaction refers to the general behavior shown by a person about her or his job that reflects the appropriateness of what is earned and what is believed to be earned. Job satisfaction is a crucial factor in doing construction jobs since it is the connector between the managerial staff and employees to determine the benefits for employees (Yudiawan, Setiawan, Irawanto, & Rofiq, 2017, p. 171).

Literature Review

Introduction

Leadership has earned the recognition of researchers worldwide. A study of the scholarly articles and research on leadership shows that there is an extensive diversity of different theoretical methods to explain the problems of the leadership process.

Leadership has been examined using both qualitative and quantitative methods in many contexts in large organizations. Collectively, the research findings on leadership from this area provide a picture of a process that is far more sophisticated and complex rather than a simplistic view presented in some of the books and studies on leadership. A review of theory will follow a critical assessment and evaluation of the literature selected for this study. In taking this approach, the findings from this study will provide scholarly evidence to support decision making, thereby connecting the gap between academic research and practice in line with a scholar-practitioner model.

Focus of the Study

A significant amount of research and theories have been developed on the subject of leadership, which has often carried the aim to identify the most suitable leadership style. This section of the literature review is directed towards scholarly articles to determine the leadership practices; its management and its significance in business prospects. Leadership traits, behavioral styles theory, situational leadership theories, and leadership grid have all been discussed to understand and to enhance leadership in the construction industry in India. Two types of leadership styles - transformational and transactional were identified by Burns (1978). Further, Bass (1995) determined one more leadership style - laissez-faire - and placed emphasis on these three leadership styles. This

study focuses primarily on these three styles. In the middle of the 21st century, it was recognized that specific leadership traits might be useful in some situations, but not in others (Stogdill, 1948). According to transformational and transactional theory, leaders can influence the duties of subordinates (followers) by ensuring that the work done by the followers has significance (Purvanova et al., 2006). This influence can improve job satisfaction and elicit an emotional response of the subordinate to several aspects of his or her job (Kinicki & Kreitner, 2008). Moreover, the literature review also discusses the importance of the organizational commitment of the employees.

Definition of Leadership

Establishing a definition of the term "leadership" has shown to be a challenging attempt for scholars and practitioners equally. More than a century has passed since leadership evolved into a subject of scholarly thought and different definitions have developed continuously during that period. These definitions have been determined by many factors, from world affairs and politics to the aspects of the discipline in which the subject is being studied. There is an extensive range in the definitions of leadership.

Stogdill (1974) commented in a study of leadership research; "there are almost as many different definitions of leadership as there are people who have tried to define it."

Leadership is the accomplishment of a goal through the direction of human associates. A leader is one who successfully directs his human associates to achieve particular outcomes. (Prentice, 2004). Some experts defined leadership as an attempt to direct or coordinate specific tasks for members of a group (Fiedler, 1967). Merton (1969) mentioned that leadership is a process to influence a particular group of people in an organized way to achieve certain goals. "Leadership is practiced when a person mobilizes

institutional, political, psychological, and other resources to inspire, engage and satisfy the objects of followers” (Bums, 1978). Researcher J. M. Bums stated that “Leadership is one of the most observed and least understood phenomena on earth” (Zenger & Folkman, 2002). Smylie et al. (2005) mentioned that leadership is performed by an individual who has unique roles and task-oriented perspectives and also serves as a key “function” in the interactions with other leaders, followers, and situations.

Researchers have pointed out that leadership, and the study of this phenomenon, originated at the beginning of civilization (Stone & Patterson, 2005). Workplaces, business settings, worker motivations, leaders, managers, leadership styles, and a myriad of other work-related variables have been researched for almost two centuries. During this period, researchers also started to study the relationship between leader behavior and outcomes such as follower satisfaction level, organizational productivity, and profitability. Different definitions of leadership exist, however, one aspect that has usually been found in all definitions of leadership is that it has to do with the capability of an individual to influence the actions of other individuals, who can be portrayed as followers (Khan, Asghar, & Zaheer, 2014; Wang, Tsui, & Xin, 2011). Another set of definitions by Bass (1990) conceptualized leadership from a personality aspect, which implies that “leadership is a blend of unique traits or characteristics that an individual possesses. These traits enable that individual to influence others to accomplish tasks. Other approaches to leadership define it as an action or behavior - the things leaders do to bring a change in a group” (p. 11). Wang et al. (2011) commented that a direct relationship exists between the performance of employees and leadership styles, while the latter depends on the level of satisfaction employees believed about their jobs. The

researchers claimed that leaders, despite their position within the organizational management, could affect organizational performance positively or negatively, depending on their styles of leading. If organizations have to achieve goals, leaders must find opportunities to fulfill the goals. De Merville (2007) noted leadership is necessary for organizational success in the present and future. The purpose creates the need to understand and develop leadership competent of pushing the organization and its employees to the highest potential (Grant & Wrzesniewski, 2010).

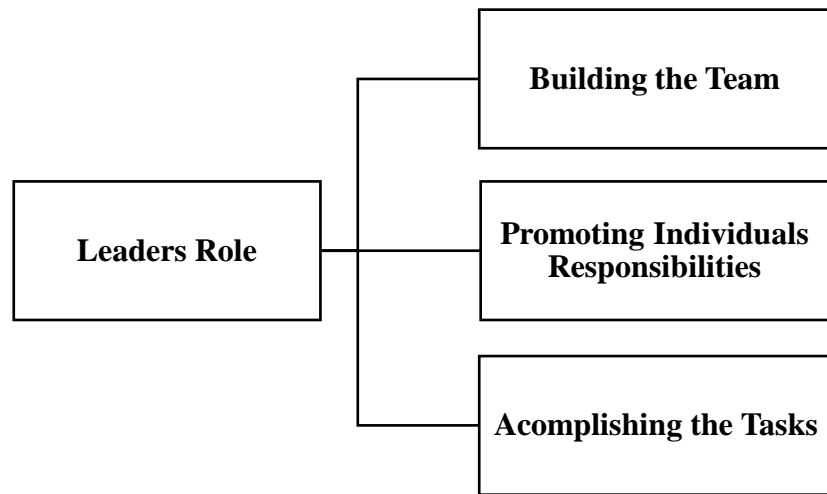


Figure 1. The Leadership Pattern

Leadership Traits

The theory of leadership traits has more than a century of research. The trait approach to leadership has a broad depth and breadth of studies carried on it. This extensive research has emerged a variety of data that show the critical role of several personality traits in the leadership process. The trait approach of leadership focuses solely

on the leader's characteristics and qualities, not in the situations or the followers. The trait approach is about what traits are exhibited and who has those traits. This approach highlights that an organization with a leader who has a particular set of traits is vital to have effective leadership, and that it is the leader's personality that is central to the leadership process (Germain, 2012).

Stogdill (1984, 1974) provided two models on the leadership traits. These applications supported in classifying fundamental leadership traits that leaders have. The first model has (a) intelligence, (b) alertness, (c) insight, (d) responsibility, (e) initiative, (f) persistence, (g) self-confidence, and (h) sociability. The second model of his work identified traits associated with leadership including (a) achievement, (b) persistence, (c) insight, (d) initiative, (e) self-confidence, (f) responsibility, (g) cooperativeness, (h) tolerance, (i) influence, and (j) sociability. Additionally, traits identified by Kirkpatrick and Locke (1991) consists of the passion for leading, energy and ambition, self-confidence, honesty and integrity, and knowledge. Mann (1959) proposed that personality traits could be utilized to differentiate leaders from non-leaders. His results classified leaders as effective in these six traits: intelligence, masculinity, adjustment, dominance, extraversion, and conservatism. Lord et al. (1986) reviewed Mann's (1959) conclusions using a more complex procedure called meta-analysis, where they observed that intelligence, masculinity, and dominance were significantly related to how individuals recognized leaders. From their findings, the authors argued strongly that personality traits could be used to make perceptions consistently across situations between leaders and non-leaders.

However, the trait theory or “great man” theory, as it is sometimes called, is not an adequate method for defining the strong qualities of a leader. Traits solely are not enough for successful organizational leadership; they are only a prerequisite. Leaders who possess those essential traits must also take specific efforts to be successful. Possessing the appropriate traits alone makes it more conceiving that such actions will be taken and will be successful (Kirkpatrick & Locke, 1991).

Behavioral-Leadership Approach

Behavioral theory gives a greater reliance on the assumption that leadership can be taught and developed in an individual and that behaviors can be transformed so that leaders can have a specific response to specific motives. The vital purpose of this theory is that a leader's behavior influences their performance and several leadership behaviors could be suitable at different times. The best leaders can be characterized as those who can change their behavioral style according to the situation. According to Minavand, Mokhtari, Zakerian, & Pahlevan (2013), one of the essential leadership approaches was to focus on leaders' behavior, instead of focusing on their traits and characteristics. Two significant studies in leadership were conducted at Ohio State University and The University of Michigan in the 1960s. The Ohio University studies proposed various leadership styles with an underlying expectation that there is a reliable alternative to drive both extents of concern for the task and concern for the people. The method of the Michigan University research was to study the relationships among leader behavior, group process, and the measure of group performance. The research explained that three types of leadership behavior distinguish between effective and ineffective leaders. Yukl (2001) concluded that they are:

1. Task-oriented behavior
2. Relation-oriented behavior
3. Participative Leadership

Furthermore, the researchers concluded that leaders' supportive behaviors were positively associated with the problems of the subordinates, and interaction facilitation was focused on integrating relationship conflicts among the group. In sum, goal emphasis and work facilitation are job-centered dimensions, whereas support of the leader and interaction facilitation are employee-centered dimensions (Bowers & Seashore, 1966).

Situational-Leadership Approach

The difference in the conclusions on leadership traits and behavioral styles has led to the research of situational theories (Kinicki & Kreitner, 2008). The principle discussion in the situational theory of leadership emphasizes the importance of the situation in the effectiveness of a leader's behavioral style; situational changes needs a diversity of styles (Mostovicz et al., 2009). According to Robbins & Judge (2007), leadership efficiency depends on the situation and the leader's competence to apply the right style in each situation. The most significant perspective of the situational theory is that leaders adapt their leadership style based on followers and the situation. Besides, a leader is supposed to approach different people uniquely based on the job they are doing and their level of capability with specific tasks and the organization at any given situation and any point in time. Effective leadership requires behavior that is equal to the situation (Fisher, 2009, p. 360).

One of the most extensively followed leadership models was Hersey and Blanchard's situational leadership theory. Hersey and Blanchard (1988) defined

situational theory as “the capability and willingness of a person to take responsibility for directing his/her behavior.” They pointed out that “according to situational leadership, there is no other best way to influence people, which leadership style a leader should use with subordinates or groups depends on the maturity level of the people the leader is trying to influence.”

Hersey and Blanchard’s four styles of situational leadership theory are as follows:

1. *Leadership through participation*: involves having a high relationship with one’s subordinates with low duties involved. This leader-driven style is applied when followers are able but unwilling or hesitant to accomplish the task at hand. Hersey and Blanchard stated that the leader may find out why the subordinate is not motivated and if there are any limitations in the ability to do work.
2. *Selling and coaching*: is a leader-driven strategy. It is exemplified when there is a high relationship value with followers and the level of the task is high.
3. *Participating and supporting*: is a follower-led strategy. The authors mentioned that the leader has low task focus and high relationship focus. However, the follower has high capability, a shifting commitment, and is able but unwilling or hesitant.
4. *Delegation*: is a follower-led strategy that is used when there is the least connection with followers and a low task requirement. Delegation style is applied when followers are able and willing or motivated to accomplish the tasks at hand (Hersey & Blanchard, 2001).

Hersey and Blanchard's situational leadership theory offers evidence that to become a competent leader one should acknowledge all four styles in the situational leadership model.

Leadership Styles

Leadership style is the direction in which the followers are led. The number of leadership styles has been growing as the leadership studies have evolved over the course of history. If the leadership style is effective, it may develop the organizational performance and support the achievement of desired goals, or if the leadership style is ineffective, it will have a negative impact on organizational performance and opinions of employees. This significant relationship between leadership styles and organizational performance led to many studies regarding the aspect of leadership that resulted in numerous leadership theories. Each theory proposes a distinct leadership style and, most often, a mixed set of styles for the performance of the leadership. (Hussain & Hassan, 2016). According to Sheng Victor & Soutar (2005), leadership styles are significantly impacted by the leader's immediate family - subordinates. This research determines the relationship between organizational leadership and organizational standards through committing to enhancing development that may have a positive impact on the organization and its family. The commonly used universal leadership styles are transactional, transformational and laissez-faire. The leadership styles are acknowledged to change depending on the situational factors. Therefore, a leader who uses transformational style could use the transactional style and vice versa based on the situation and vice versa. The character and personality traits can be used to distinguish a transformational or transactional leader (Bono & Judge, 2004). However, followers'

recognition of their leaders, their willingness, task intricacies also decide the leadership styles followed by the leaders. Therefore, leaders should have unique ability to determine the organizational settings, carefully distinguish the unforeseen factors and make good decisions in driving the organization towards success (Alkahtani, 2015).

Transformational Leadership Style

Many studies have proved that transformational leadership is the most preferred style by the employees of an organization. Burns (1978), concluded that transformational leadership style connects the authority of a position to respond to the followers' needs and responsibilities. The leader's vision and perception must be communicated to the follower appropriately. Transformational leadership style is being increasingly significant due to the organizations demand to develop in the world of globalization. Hoy and Miskel (2008) declared that transformational leaders must be proactively improving subordinates' awareness on the significance of inspirational group interests, and leaders are always anticipated to guide employees to achieve maximum results. Leadership styles determine the job satisfaction of an employee (Al-Ababneh, 2013). Cumming et al., (2010) recommended that the organizations where leaders do not take the responsibility of the feelings of their followers they will see fewer efforts of their followers in their jobs. Burns (1978) defined transformational leadership as, "a process whereby leaders promote the motivation of their followers to pursue and accomplish higher goals the collective interest of the group" (p.426). Bass (1997) discussed that transformational leaders act cooperatively with employees' by engaging to their crucial needs and encouraging them to move towards a particular direction. Most of the research on transformational leadership has focused on identifying distinct characteristics of

transformational leadership rather than examining the method or communications between leaders and their employees'. According to Abdalla (2010), the specific elements of transformational leadership classified by Avolio and Bass (2002) are as follows:

1. *Idealized influence*: applies to the leaders who are honored and respected by their subordinates. The leaders can achieve this influence by placing the requirements of the subordinates first over the leader's needs. In this aspect, the leader should consider the value of subordinates and show morality. Leaders who follow transformational leadership style, inspire, appreciate and respect the subordinates and drive them towards achieving higher performance in their jobs.
2. *Inspirational Motivation*: is achieved by implementing a vision that is encouraging, motivating, and future-oriented. The transformational leaders apply goals that motivate and increase confidence in the subordinates to perform their jobs at higher levels.
3. *Intellectual stimulation*: is where the leaders give their subordinates opportunities to deviate themselves from the conventional ways of doing things, in order to do things more enthusiastically. This helps the leaders to motivate the subordinates in approaching the problems in a different way where they can be involved in their work more actively.
4. *Individualized consideration*: allows the leaders' train and guide their subordinate to develop their potentiality and performance at work. Employees' who have a lower confidence level and problem-solving skills receive assistance from the leaders' in the form of training, as transformational leaders focus on individual needs for success and growth of their subordinates

Individual identification is essential in the transformational leadership because such influence would result in subordinates' acknowledgment of the leader's charisma. Charisma is a crucial component of the transformational leadership style. However, charisma by itself is not sufficient to consider for the transformational process (Bass, 1985 p. 31). The capability of a project leader to build leadership in the subordinates is very crucial in the construction industry. It is significant because the project team members may have to act in the role of a project manager at times of crisis. Besides, a transformation leader encourages followers by driving them towards a common goal (Parry, 2004).

Transactional Leadership Style

Burns (1978) referred transactional leadership as to one that focuses on the changes that happen between leaders and their followers. Similarly, managers who offer raises to employees who exceed their goals are displaying transactional leadership. The exchange aspect of transactional leadership is prevalent and can be perceived at many levels throughout all types of organizations. This leadership style focuses on meeting the targets of the given job. The fundamental concept of transactional leadership is that the understanding of the relationship between effort and reward, the receptivity to exhibit the issues, the use of incentive, reward, punishment, the motivation of goal setting and rewarding of performance, and the use of power to subject followers to complete the tasks (Burns, 1978).

According to Ismail, Mohamad, Mohamed, Rafiuddin, & Zen (2010); Bass & Avolio's (1991, 1993) transactional leadership theory is developed based on two primary factors:

1. Contingent reward approach - where rewards are given in exchange for meeting the objectives or the capability of followers to complete tasks based on their leaders' wish.
2. Management-by-exception - the leaders interfere when employees make errors by ascertaining visible mechanisms to implement proper rules. A leader using the management by exception style takes an aggressive and selfish interest in job and monitoring of tasks. The leader involves himself or herself consistently in the work process looking for deviations from standard protocol, intervening before employees making errors (Bass & Avolio, 1990).

Transactional leadership is equally essential as transformational leadership to assist leaders to increase organizational competitiveness in the age of global competition. Transactional leadership does not hold the same level of morality when compared with that of the transformational leadership. A significant disadvantage of the transactional leadership style is lack of motivation to the employees to give anything beyond what is specified. This distinctiveness is causing a problem in the construction industry, which has complexities in stipulating complete job descriptions well in advance due to the nature of the projects. The influence of project managers' leadership styles on a project is crucial to performance in the construction industry (Oshinubi, 2007).

Laissez-faire leadership style

A leader who avoids or does not interfere with the work assignments or may entirely avoid responsibilities and does not guide or support the followers can be considered as a laissez-faire style of leader. This leader's style is compared with

dissatisfaction, unproductiveness, and ineffectiveness (Limsila & Ogunlana, 2008). According to Morreale (2002), the leader fails to lead the team, does not fulfill the responsibilities as a leader, overall, effective leadership is not attempted. Laissez-faire style leaders maintain a hands-off approach and are rarely involved in decision-making and contributing any guidance and direction. This leadership style enables the subordinates to make their own decisions, as the leader exhibits no real authority. The leader only responds to questions and provides information or gives support to the group. The subordinates of laissez-faire leaders have to seek other sources to assist them in making final decisions (Liphadzi, Aigbavboa, & Thwala, 2015).

It is also the least performing and least effective leadership style. This style of leadership does not make decisions regularly and offers little care, guidance, sense of encouragement to their subordinates. Laissez-faire leadership negatively impacts subordinates' work outcomes (Avolio, Waldman & Einstein, 1988; Bass, 1990). The more significant leaders exhibit laissez-faire behavior, the poorer subordinates perform at work.

Job Satisfaction

Job satisfaction is a topic that is of interest for both the researchers and the people who work in organizations. This topic has been associated with several organizational aspects of leadership, performance, attitude, moral, etcetera. Many researchers have attempted to classify the various elements of job satisfaction and study what outcomes these elements have on employee performance and commitment to an organization.

Ellickson and Logsdon (2002) defined job satisfaction as the degree to which employees enjoy their work. Parvin & Kabir (2011) state that job satisfaction is suggested

by some researchers to be the aspect of need fulfillment. Schermerhorn (1993) defined job satisfaction as a practical or emotional response towards several aspects of an employees' work. Job satisfaction is also defined as an emotional reaction to an individual's responsibilities and workplace conditions, and the extent to which a worker's expectations are satisfied (Kreitner & Kinicki, 2009)

Job satisfaction, the degree to which employees like their work, has remained a crucial concept in the organizational study of the responses employees have to their job satisfaction. The recent interest in job satisfaction is focused principally on its impact of employee commitment to the organization, absenteeism, and turnover (Brooke & Price, 1989; Michaels & Spector, 1982; Steers & Rhodes, 1978). Even though the importance of job satisfaction in determining these organizational behaviors has been examined (Nicholson, Brown, & Chadwick-Jones, 1976), job satisfaction continues to be one of the most studied concepts in organizational research. Porter, Steers, Mowday, & Boulian (1974) defined job satisfaction as the feeling an employee has about his or her job regarding pay, promotion, supervision, and the work itself. Gallos (2006) concluded that, for many employees, a reward could be attractive. He further emphasized that if employees' see rewards as being tied to a particular level of performance, the organization is likely to get more of that performance. High levels of job satisfaction are associated with reduced stress, higher empowerment, increased productivity, organizational growth, and an increased motivation among employees (Sledge, Miles, & Copping, 2008). Job satisfaction is associated with essential job attitudes, practices, meaningful outcomes, and organizational effectiveness including organizational commitment, turnover, performance, and organizational behavior (Sinclair, 2011).

Satisfied employees tend to be dedicated, productive, and settled in their jobs. The job satisfaction construct has been studied broadly because of its importance and its relationship with other organizational outcomes as well as organizational success (Gu, Wang, Sun, & Xu, 2010).

Job Satisfaction in Construction Industry

Poon, Rowlinson, Koh, & Deng (2013) stated that the construction industry has a high level of work demands, whereas Ibem, Anosike, Azuh, & Mosaku (2011) argued that work overload, tight budgets, and ambitious deadlines are critical sources of stress. Chen and Ye (2011) determined that individuals with high job burnout have low job satisfaction and low organizational commitment. Poor relationships between the employees at different organizational levels and the higher-management were the most significant factor that led to stress and burnout, which hurt construction employees level of job satisfaction (Janssen & Bakker, 2001). Wahab (2010) asserted that constant stress in work has a negative impact on the employees' health and causes mental stress in the form of negative thinking, inability to make decisions, and problem in concentration.

Organizational Commitment

According to Porter, Steers, Mowday, & Boulian (1974), organizational commitment is defined as the strength of an individual's association and involvement within a particular organization. The organizational commitment represents a link between the employee and the organization that includes employee job satisfaction. Organizational commitment remains one of the most considered phenomena in the literature of organizational behavior because of its relationship with job satisfaction and job performance of the employees (Hakim, & Viswesvaran, 2005; Simmons, 2005). In

many studies, organizational commitment is considered as an independent variable - like age, experience, and educational level; or as a predictor of various organizational outcomes such as turnover, intention to leave the work, and performance (Elizur & Koslowsky, 2001). Promoting employees' organizational commitment is acknowledged to be the principal concern for organizations to engage with employees who are talented (Reiche, 2008). This concern is significantly associated with employee behavior, performance, job satisfaction, etcetera (Bogler, 2005). Studies found different prospects of organizational commitment including; individual characteristics, work experiences, job characteristics, team/leader relationship, leadership behavior, and organizational components (Mathieu & Zajac, 1990).

Affective, continuance and normative commitment are the factors that aid in determining the scope of organizational commitment. While individual characteristics affect organizational commitment, and this includes experiences associated with the work that play a particular role in affective commitment, and investments in work play a specific role in continuance commitment. Social experiences and organizational investments are active in affective commitment (Tayfun & Catir, 2014).

Affective Commitment:

Employees with a sound affective commitment continue employment with the organization because they enjoy working with the organization. There are four distinct groups identified concerning affective commitment:

- 1) personal characteristics
- 2) job characteristics

- 3) work experiences
- 4) structural characteristics.

However, the majority of the attention in this research area has been dedicated mainly to work experiences, as it is substantially flexible within the organization to affect employees' commitment (Clinebell, Skudiene, Trijonyte, & Reardon, 2013). Employees with high levels of affective commitment to their organization are anticipated to overcome their turnover intentions and to stay with the organization as they know this is advantageous to their organization (Vandenberghe, 2014).

Continuance Commitment:

According to Becker (1960), continuance commitment is a tendency to engage in steady lines of activity based on the individual's perception of the 'costs' connected with discontinuing the activity. The concept of continuance commitment is obtained from the perception of the costs associated with leaving, and the perception of a lack of employment options. Employees who have continuance commitment continue with the organization because they need to do so. Discontinuing employment with the organization will terminate job-related opportunities like seniority, pension, job experiences, and status. Therefore, any factor that increases the anticipated cost of discontinuing the job could be acknowledged as a forecaster of continuance commitment (Meyer & Allen, 1991).

Normative Commitment:

Normative commitment is defined as the totality of internalized normative demands to perform in a way which meets organizational goals and interests (Wiener,

1982). Normative commitment relates to an employee's commitment based on a perception of the commitment to a particular organization. Employees' operating initially from the normative component of commitment use their efforts on behalf of the organization as they believe they should (Allen & Meyer, 1990). Normative commitment positively manages the relationship between affective commitment and effort. Also, few studies show that job satisfaction has positive results on both effective and normative commitment (Fu, Bolander, & Jones, 2009).

Methodology

Research Objective

The study is designed to determine the impact of leadership styles on employees' job satisfaction and organizational commitment in the construction industries in India. The methodology is focused on the three research questions raised in chapter one. The chapter provides a description of the research method, design, participants, data collection, instrumentation, validity and reliability, and data analysis used in the present research study. The assessment of the data acquired from the participants will help in evaluating the significance of leadership traits in construction industry in India.

Research Methods and Design

A research design is a model for the collection and analysis of data for how the research study is to be conducted. A quantitative analysis was undertaken by conducting a survey amongst employees in the construction industry of India to ascertain the employees' perception of the leadership styles. Quantitative analysis is used because the study is based on measuring the job satisfaction of the employees. The quantitative method measures variables, investigate relationships between variables, tests methods, and examines concerns for large groups of individuals executing the method suitable for the research problem. Quantitative research allows for the discovery of relationships with a basis for finding reliability and validity of the research subject. Quantitative analysis reduces issues and data to numbers, definitive in meaning, and discovering how much and how many, by concentrating on experimentation with predefined variables through collecting and measuring data (Snowden, 2011). A quantitative research is based on numbers and statistics. It is used to test hypotheses, look at cause and effect, and make

predictions. It is used to identify statistical relationships between variables and yields objective results (Shibani & Sukumar, 2015). A qualitative methodology is not used for this research study because the qualitative analysis is used to characterize and learn from the aspects of the study. It is not suitable for the investigation as the purpose of the research was to examine relationships between the predictive and standard variables. Quantitative methods that used online surveys to collect data were used for the present research. The online survey method for obtaining data has advantages over most other methods like telephonic and group interviews, as this method is very confidential where the survey participants can give honest and valid answers. Moreover, survey research contributes to an economical platform for conducting large-scale research studies in less time. The data was collected using a survey questionnaire that was designed on the Qualtrics site. The developed survey consisted of 25 questions that were based on demographics, leadership styles, factors affecting the job satisfaction, factors affecting the organizational commitment. The demographic section of the survey included questions regarding the age, gender, educational qualifications, and working group. The questionnaires were distributed to the companies using Qualtrics site.

Participants and sample

The target population of this study was employees working in the three construction companies in India. The companies were chosen from two states in Southern part of India as the sample for this study, with a total of 60 employees from the three companies that were chosen for the survey study. The participants were of three working groups in the three companies, (1) senior managers; (2) construction engineers, and (3) worker supervisors. The selection method for the survey participant sample was

compatible with the research question because the selection procedure directly targeted employees who worked in construction companies in India. The study was conducted on these working groups because they are most affected by the leadership styles used by the management. The survey was sent to the three working groups to measure their feedback regarding the construed research questions of the current research study. All survey participants were male and were full-time employees. The participation of the employees in the study was voluntary.

Data Collection

Letters were sent to the three construction companies regarding the purpose of the study and request for participation in the survey. Upon approval, the email ID's of the employees were collected from the management of the companies via email. The management of the three companies received an email with a consent form and a disclaimer that established the privacy of their company's identity and responses. The data was collected by means of an online survey, where the designed questionnaire was distributed in the form of a survey link to the employees' email ID's. All the three companies were given 10 days' time to complete the survey and a reminder was sent via emails to the participants within a week to encourage participation in the survey.

The consent form and disclaimer (Appendix B), and the questionnaire for the survey (Appendix D) were approved by Western Kentucky University's Instructional Review Board (IRB) (Appendix A) to provide to the management of the companies about the study.

Description of Questionnaire

In this study, data was gathered through a questionnaire form. The questions were divided into four sections to specifically address the three research questions formulated in the study. The first section consisted of questions related to demographics; the second section consisted of questions that would determine the leadership styles used in the companies. The responses from these questions are related to the research question “Which leadership styles are most preferred by the senior managers of the companies?” The third section consisted of questions about factors affecting the job satisfaction of employees’ and their organizational commitment. The responses towards this section would give answers to the second and third research question raised in the first chapter. The survey questions from section 2 were based on leadership styles used by the senior managers, and section 3 is based on job satisfaction of the employees. The questionnaire, which is used for the present study, is derived from the literature review based on previous studies.

The survey questionnaire was used as the principal data-gathering instrument because it contributes many benefits. A questionnaire is the most efficient and reasonable means of collecting data when compared to telephonic or group interviews, as the respondents can answer the questions without exposing their identities. Furthermore, the questionnaire can be answered by the ease of the respondents. This will sincerely promote disclosure of information, eliminating mistakes that happen due to the prejudice of the respondents.

Measuring Instrument

Likert Scale: The Likert scale is a bipolar scaling method, which is used to measure positive and negative responses to the survey questions. Likert's instrument of leadership styles was used as a theoretical framework for the study. His model includes four distinct classifications of leadership style: exploitative authoritative, benevolent authoritative, consultative, and participative practices (Chukwura, 2017). The Likert scale is very popular and has been widely used by many researchers for measuring attitudes of the managers and employees' because the method is simple to run. The Likert scale falls under an ordinary level of measurement because the responses given by the survey participants have a ranking order, which is measured as a total sum of responses of Likert items on the Likert scale. The responses can be portrayed into numerous statistical charts which also includes bar charts (Essays, 2013).

A Likert-type scale assumes that the intensity of the experience is linear, i.e., on a continuum from strongly agree to strongly disagree, and assumes that attitudes can be estimated. Respondents may be offered a choice of five to seven or even nine pre-coded responses with the neutral point being neither agree nor disagree (McLeod, 2008).

All the survey questions are measured by using the five-level Likert scale, ranging from:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

Using a five-point Likert scale, the survey participants were asked to rate and give comments on the following questionnaire.

Each question was designed to rate the leadership styles, job satisfaction, and organizational commitment (SD = very weak, D = weak, N = neutral, A = good, SA = very good). Each question was calculated based on this score. The mean score and percentage of each question were used to assess the research questions as a conclusion. If the mean score was 3.1 to 5, it was considered positive. If the mean was 1 to 2.5, it was considered negative. If the mean was between 2.51 and 3.0, it was considered neutral.

Qualtrics Software: The questionnaire was designed in the Qualtrics software. A link was sent to the participants email ID's. The participants were directed to the Qualtrics site, which hosted the questionnaire.

Hypothesis

The H₁ and H₂ hypothesis associated with this study is:

H₁: There is a significant relationship between leadership styles and employees' job satisfaction.

H₂: There is a significant relationship between leadership styles and employee organizational commitment.

Reliability and Validity

Reliability determines that the results of an instrument be stable and consistent. Validity, on the other hand, means that the individual results of an instrument are significant and allow the researcher to draw valid conclusions from the sample population being studied (Mohamad, Sulaiman, Sern, & Salleh, 2015). Reliability is determined by

the Cronbach's alpha (α) coefficient, which is one of the popular criteria of reliability in quantitative studies. It is measured on a scale of 0 to 1.0, and an instrument is viewed extremely reliable if the instrument has a reliability coefficient statistic of $\alpha > .80$. The instrument is considered very reliable if $\alpha > .70$, and reliable if $\alpha > .60$; when $\alpha < .60$, reliability is considered poor to barely reliable. The reliability of an instrument contributes to its validity, as a reliable instrument will measure what it is supposed to measure and not something else. Therefore, results from reliable instruments will be valid and more specific (Burg-Brown, 2016).

Validity and Reliability of Likert Scale

Cronbach's alpha is a standard test used when the internal consistency of a questionnaire is to be known that is made up of multiple Likert-type scales and items. The reliability of the Likert scale was established using Cronbach's Alpha Coefficients in previous studies. This was to validate the stability of the data collection instrument and accuracy of collected data (Ekung, Oluseun, & Ebong, 2015). Accordingly, the value of .78 was obtained and this is an indication of strong stability and reliability. It is suggested that .70 serves as an acceptable reliability coefficient, with smaller reliability coefficients seen as being inadequate (Nunnally and Bernstein, 1978). According to (Gliem & Gliem, 2003), Cronbach's alpha reliability coefficient ranges typically between 0 and 1. However, there is no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the more reliable the generated scale is.

Data Analysis

The data collected from the survey was analyzed using the Qualtrics software. The insight of data analysis allowed for evaluations of the distribution of demographic characteristics in the sample and gave a perception of the participants from which the sample was drawn. The descriptive statistics included the frequency and the percentage of the frequency for all variables. The mean and standard deviations were calculated to outline the data, to get an understanding of the data, and to identify possible drawbacks that might bias the analysis. The mean was used to establish the central tendencies of the data, and standard deviations were analyzed to understand the average deviation or variance from around the mean.

Results and Discussions

The purpose of the current study was to determine the leadership styles and their relationships with job satisfaction and organizational commitment. The study aimed to determine the different levels of leadership styles and job satisfaction among employees of the construction industry in India. The first section consists of demographics of all the participants in the research as identified by using the questionnaire. The next section consists of leadership assessment of the three companies. The next two sections are Job satisfaction and organizational commitment that discusses the findings of the study as compared with the original hypotheses. The targeted population for this study was 60 participants. To strengthen the validity of the study, a confidence interval of 5 and confidence level of 95% significance was conducted to determine how many people are required to participate in the survey to get results that indicate the target population as precisely as needed. This proved that with the confidence interval 5 and with 95% significance, the required sample size is 52 members. The data results are shown individually for each company as; Company A, B, and C.

Demographics of participants

The survey was distributed to three working groups (1) Senior managers, (2) Construction engineers, and (3) Worker supervisors of the three companies individually to assess the leadership styles and their impact on the job satisfaction and organizational commitment. The data was obtained from all the participants ($n=60$) of the three companies. All the respondents were from two states of India; Andhra Pradesh and Telangana as stated in chapter three.

The graphic results of the respondents' data are:

1. Gender

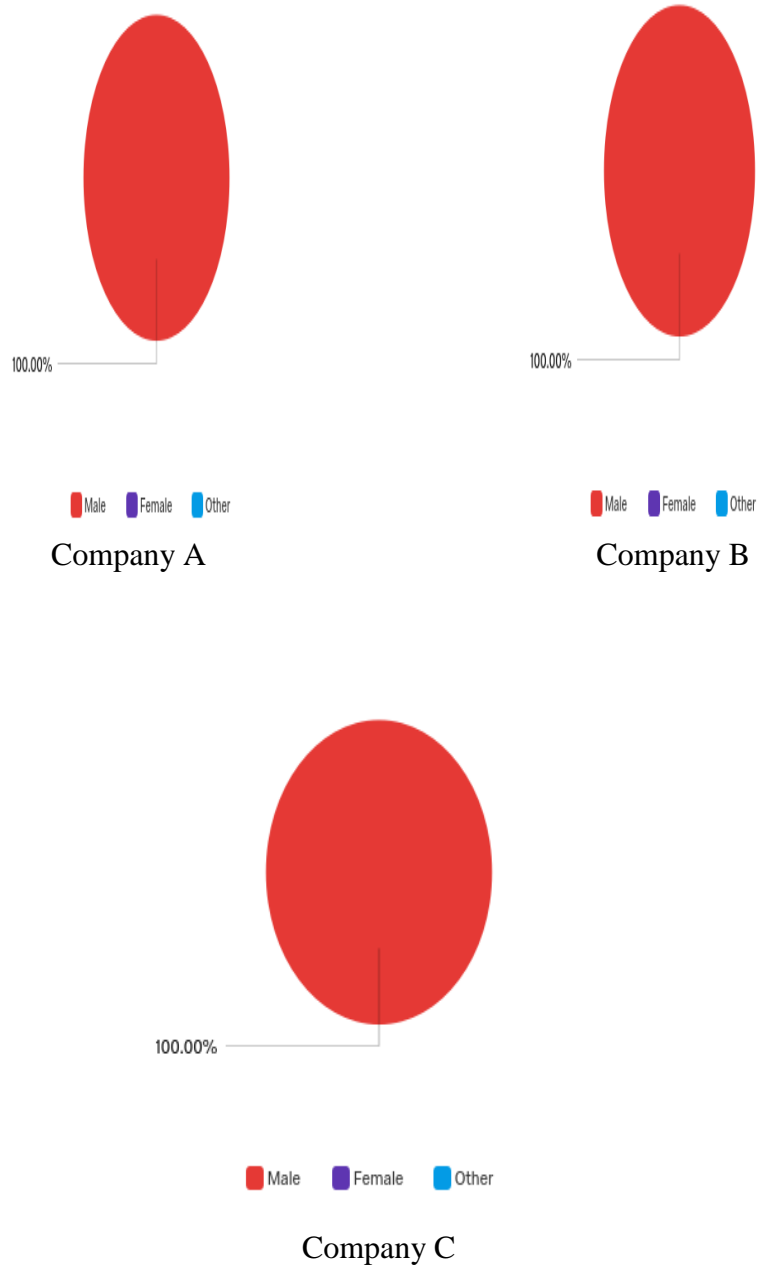


Figure 2. Gender

Based on figures 1, 2, and 3, the total number of participants of company A were 19, company B were 23, and company C were 18 out of where all (100%) of the employees were male.

2. Age Group

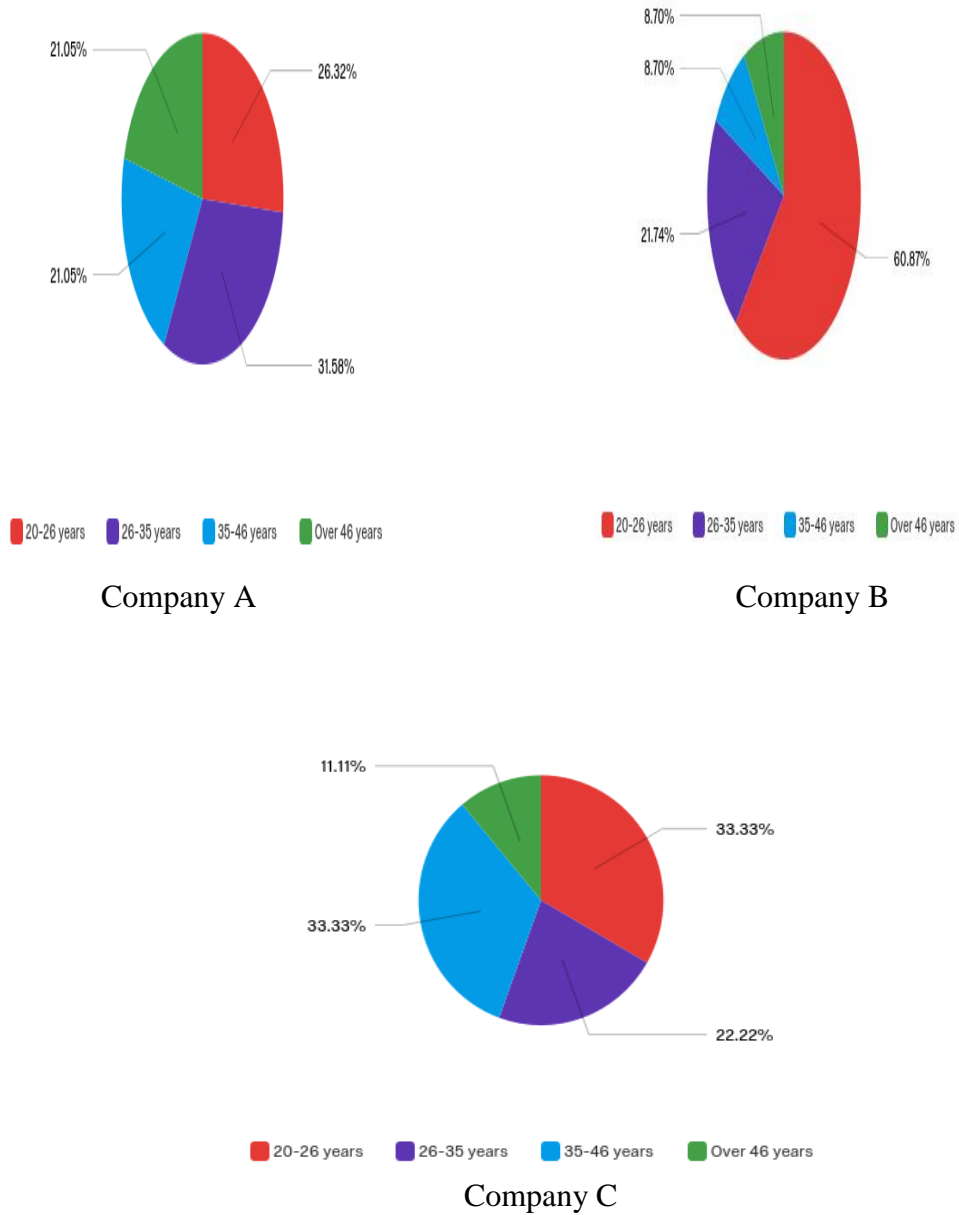


Figure 3. Age of respondents

Based on Figure 3, the age group of the three companies can be seen that there were four age groups. The number of participants from age group 20-26 years were (A-26.32%, B-60.87%, C-33.33%). Age group 26-35 years were (A-31.58%, B-21.74%, C-22.22%), the third group included (A-21.05%, B-8.70%, C-33.33%) of the age 35 through 46 years, and the fourth group included participants over 46 years (A-21.05%, B-8.70%, C-11.11%) of the three companies.

3. Educational level

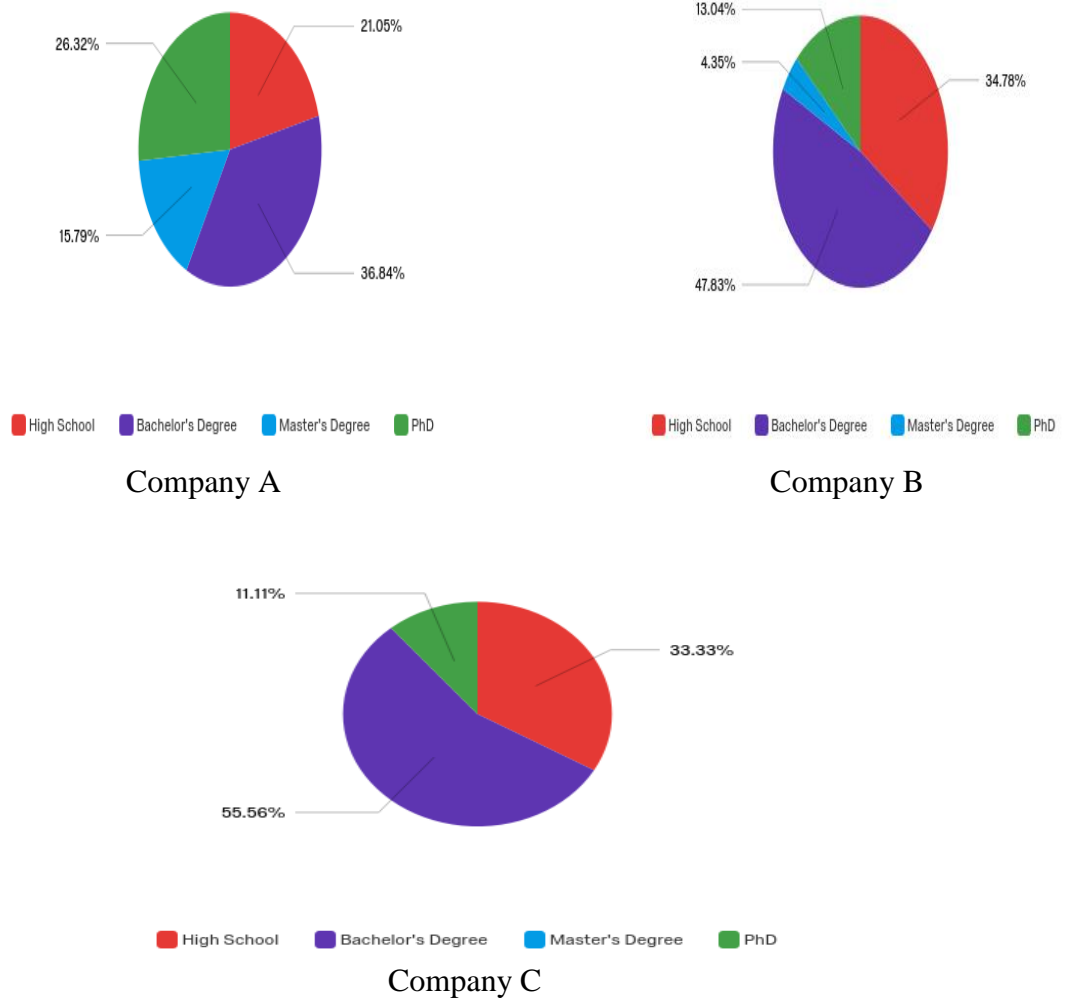
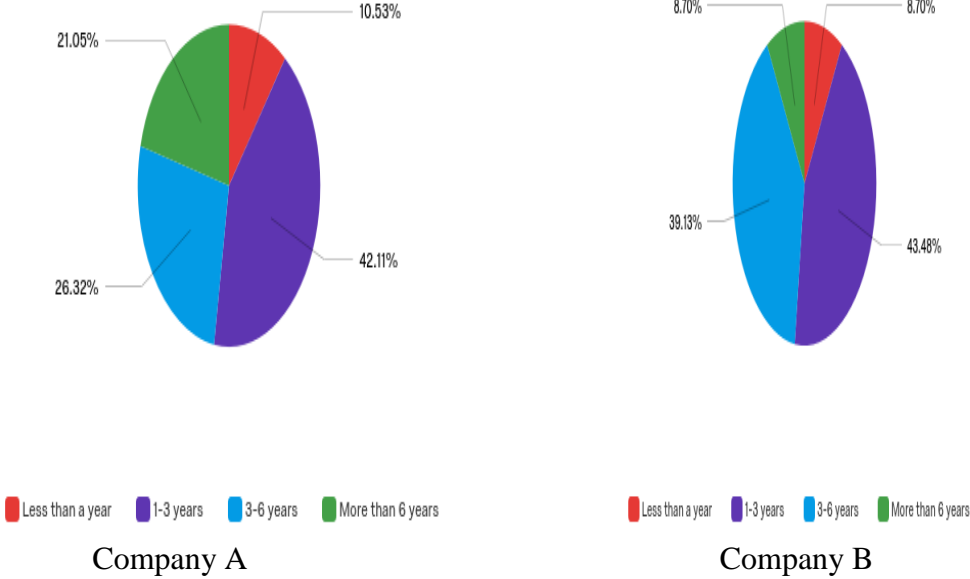
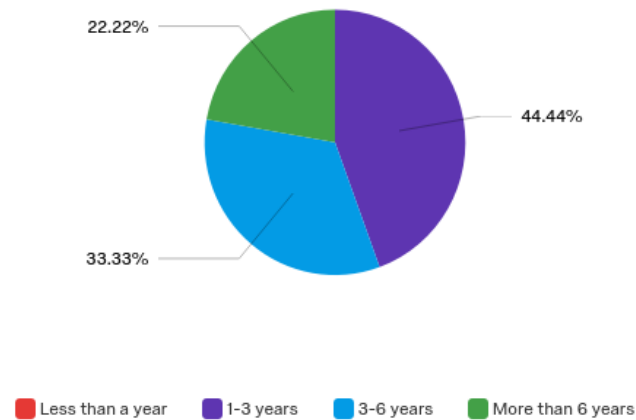


Figure 4. Educational Level

Based on Figure 4, of the respondents for company A, 21.05% had a high school diploma, 36.84% possessed a bachelor’s degree, 15.79% had a master’s degree, and 26.32% had a PhD. The respondents of company B had a 34.78% of high school diploma, 47.83% had a bachelor’s degree, 4.35% had a master’s degree, and 13.04% had a PhD. The respondents for company C had a 33.33% of high school diploma, 55.56% of bachelor’s degree, 0% of master’s degree, and 11.11% of PhD.

4. Years of working





Company C

Figure 5. Years of Working with the Company

Based on Figure 5, the percentage of participants with work experience for less than a year for company A was 10.53%, company B was 8.70%. However, there were no participants who worked for less than a year in company C. Participants with work experience for 1-3 years were (A- 42.11%, B- 43.48%, C-44.44%). Company A has 26.32% of participants with 3-6 years of experience, company B has 39.13% with 3-6 years of experience, and company C has 33.33% with 3-6 years of experience. The last group of participants who worked with the companies is more than 6 years, where company A has 21.05%, B has 8.70%, and C has 22.22%.

5. Current Position

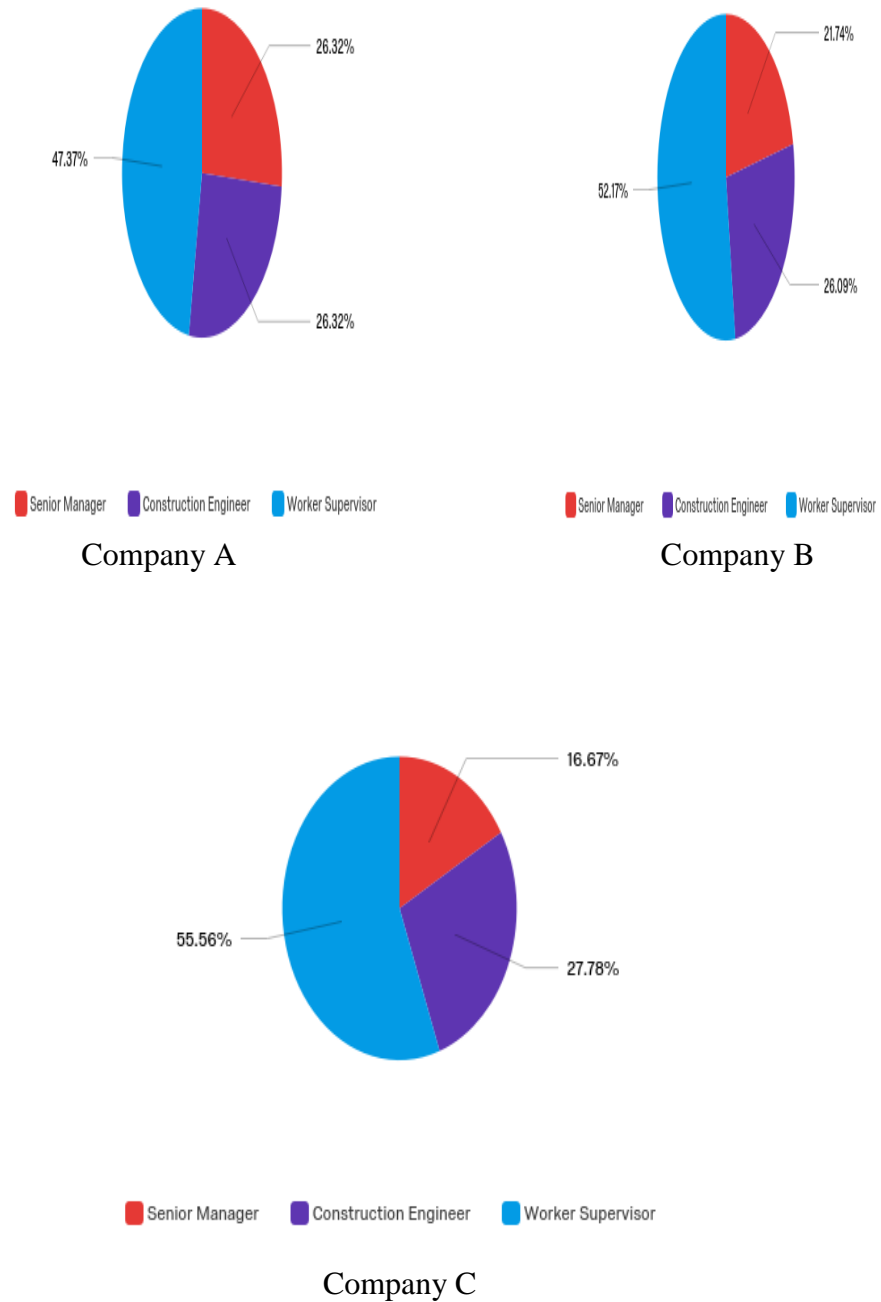


Figure 6. Current Position in the Company

According to the study three working groups of the three companies were targeted and they are Senior Managers, Construction Engineers, and Worker Supervisors. Based on Figure 6, there were 26.32%, 21.74%, and 16.67% of senior managers in company A, B, and C. The construction engineers of the companies A, B, and C were 26.32%, 26.09%, and 27.78%. The worker supervisors of the three companies were 47.37%, 52.17%, and 55.56%. The largest group was worker supervisors in all the three companies followed by construction engineers being the second largest group and senior managers as the third largest group.

Leadership Assessment

The second section of the questionnaire (Questions 1 through 10) were targeted towards the research question one to assess the leadership styles of the higher-level management of the companies. The leadership styles were determined by the responses to the questions by the three working groups of the three companies;

1. Senior Managers
2. Construction Engineers
3. Worker Supervisors.

Question 1. My manager promotes an atmosphere of team work.

From Table 1, all the respondents of company A (19) agreed with the statement. 10 respondents (52.63%) chose 'agree' and 9 respondents (47.37%) chose 'strongly agree' with the statement. There were zero respondents with the choice 'disagree' and 'strongly disagree' of company A. 14 respondents (60.87%) of company B (23) disagreed with the statement, 3 respondents (13.04%) chose 'strongly disagree' followed by 4 respondents (17.39%) with 'agree,' and 2 respondents (8.70%) with 'strongly agree.' 9 respondents (50.00%) of company C (18) disagreed with the statement and 4 respondents (22.22%) 'strongly disagreed,' and 1 respondent (5.56%) chose 'neither agree nor disagree' with the statement. Whereas, 3 respondents (16.67%) chose 'agree' and 1 respondent (5.56%) strongly agreed with the statement.

Table 1

Responses to question 1

Choice	Company A	Company B	Company C
Strongly disagree		3	4
Disagree		14	9
Neither agree nor disagree			1
Agree	10	4	3
Strongly agree	9	2	1

A detailed statistical result of the question 1 of section II is presented in Table 2. The mean responses of the Likert scale of company A was 4.47 (positive) and the standard deviation was 0.50. The mean responses of company B was 2.48 (negative) and the standard deviation was 1.17. The mean responses of company C was 2.33 (negative) and the standard deviation was 1.10.

Table 2

Leadership style assessment question 1

My manager promotes an atmosphere of team work.	<i>n</i>	Mean	SD
Company A	19	4.47	0.50
Company B	23	2.48	1.17
Company C	18	2.33	1.10

Note: *n*=number of participants. SD=Standard Deviation.

Question 2. My manager listens to team members point of views before taking decisions.

From Table 3, all the respondents of company A (19) agreed with the statement. 13 respondents (68.42%) chose 'agree' and 6 respondents (31.58%) chose 'strongly agree' with the statement. There were zero respondents with the choice 'disagree' and

‘strongly disagree’ of company A. 13 respondents (56.52%) of company B (23) disagreed with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 3 respondents (13.04%) chose ‘neither agree nor disagree’ choice, 5 respondents (21.74%) chose ‘agree,’ and 1 respondent (4.35%) chose ‘strongly agree.’ 12 respondents (66.67%) of company C (18) disagreed with the statement and 2 respondents (11.11%) strongly disagreed, whereas 3 respondents (16.67%) chose ‘agree’ and 1 respondent (5.56%) strongly agreed with the statement.

Table 3

Responses to question 2

Choice	Company A	Company B	Company C
Strongly disagree		1	2
Disagree		13	12
Neither agree nor disagree		3	
Agree	13	5	3
Strongly agree	6	1	1

A detailed statistical result of the question 2 of section II is presented in Table 4. The mean responses of the Likert scale of company A was 4.32 (positive) and the standard deviation was 0.46. The mean responses of company B was 2.65 (neutral) and the standard deviation was 1.00. The mean responses of company C was 2.39 (negative) and the standard deviation was 1.06.

Table 4

Leadership style assessment question 2

My manager listens to team members point of views before taking decisions.	<i>n</i>	Mean	SD
Company A	19	4.32	0.46
Company B	23	2.65	1.00
Company C	18	2.39	1.06

Note: *n*=number of participants. SD=Standard Deviation.

Question 3. My manager appreciates the quality of my efforts.

From Table 5, all the respondents of company A (19) agreed with the statement. 10 respondents (52.63%) chose ‘agree,’ 8 respondents (42.11%) chose ‘strongly agree’ with the statement and 1 respondent (5.26%) chose ‘neither agree nor disagree.’ There were zero respondents with the choice ‘disagree’ and ‘strongly disagree’ of company A. 14 respondents (60.87%) of company B (23) disagreed with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 3 respondents (13.04%) chose ‘neither agree nor disagree choice,’ 4 respondents (17.39%) with ‘agree,’ and 1 respondent (4.35%) with ‘strongly agree.’ 12 respondents (66.67%) of company C (18) disagreed with the statement and 2 respondents (11.11%) strongly disagreed, whereas 2 respondents each (11.11%) ‘chose agree’ and ‘strongly agree’ for the statement.

Table 5

Responses to question 3

Choice	Company A	Company B	Company C
Strongly disagree		1	2
Disagree		14	12
Neither agree nor disagree	1	3	
Agree	10	4	2
Strongly agree	8	1	2

A detailed statistical result of the question 3 of section II is presented in Table 6. The mean responses of the Likert scale of company A was 4.37 (positive) and the standard deviation was 0.58. The mean responses of company B was 2.57 (neutral) and the standard deviation was 0.97. The mean responses of company C was 2.44 (negative) and the standard deviation was 1.17.

Table 6

Leadership style assessment question 3

	<i>n</i>	Mean	SD
My manager appreciates the quality of my efforts.			
Company A	19	4.37	0.58
Company B	23	2.57	0.97
Company C	18	2.44	1.17

Note: *n*=number of participants. SD=Standard Deviation.

Question 4. My manager gives me with insightful suggestions on what I can do to improve.

From Table 7, all the respondents of company A (19) agreed with the statement. 10 respondents (52.63%) chose ‘agree,’ 6 respondents (31.58%) chose ‘strongly agree’ with the statement and 3 respondents (15.79%) chose ‘neither agree nor disagree.’ There were zero respondents with the choice ‘disagree’ and ‘strongly disagree’ of company A. 13 respondents (56.52%) of company B (23) disagreed with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 5 respondents (21.74%) chose ‘neither agree nor disagree’ choice, 2 respondents (8.70%) with ‘agree,’ and 2 respondent (8.70%) with ‘strongly agree.’ 9 respondents (50.00%) of company C (18) disagreed with the statement and 3 respondents (16.67%) strongly disagreed, whereas 2 respondents

(11.11%) chose ‘agree’ and 1 respondent (5.56%) chose ‘strongly agree’ for the statement.

Table 7

Responses to question 4

Choice	Company A	Company B	Company C
Strongly disagree		1	3
Disagree		13	9
Neither agree nor disagree	3	5	3
Agree	10	2	2
Strongly agree	6	2	1

A detailed statistical result of the question 4 of section II is presented in Table 8. The mean responses of the Likert scale of company A was 4.16 (positive) and the standard deviation was 0.67. The mean responses of company B was 2.61 (neutral) and the standard deviation was 1.01. The mean responses of company C was 2.39 (negative) and the standard deviation was 1.06.

Table 8

Leadership style assessment question 4

My manager gives me with insightful suggestions on what I can do to improve.	<i>n</i>	Mean	SD
Company A	19	4.16	0.67
Company B	23	2.61	1.01
Company C	18	2.39	1.06

Note: *n*=number of participants. SD=Standard Deviation.

Question 5. My manager makes decisions that promote our team’s performance and productivity.

From Table 9, all the respondents of company A (19) agreed with the statement. 13 respondents (68.42%) chose ‘agree,’ 5 respondents (26.32%) chose ‘strongly agree’ with the statement and 1 respondent (5.26%) chose ‘neither agree nor disagree.’ There were zero respondents with the choice ‘disagree’ and ‘strongly disagree’ of company A. 15 respondents (65.22%) of company B (23) disagreed with the statement, 0 respondents chose ‘strongly disagree’ followed by 1 respondent (4.35%) chose ‘neither agree nor disagree choice,’ 5 respondents (21.74%) with ‘agree,’ and 2 respondent (8.70%) with ‘strongly agree.’ 6 respondents (33.33%) of company C (18) disagreed with the statement and 3 respondents (16.67%) strongly disagreed and 5 respondents (27.78%) chose ‘neither agree nor disagree.’ Whereas 3 respondents (16.67%) chose ‘agree’ and 1 respondent (5.56%) chose ‘strongly agree’ for the statement.

Table 9
Responses to question 5

Choice	Company A	Company B	Company C
Strongly disagree			3
Disagree		15	6
Neither agree nor disagree	1	1	5
Agree	13	5	3
Strongly agree	5	2	1

A detailed statistical result of the question 5 of section II is presented in Table 10. The mean responses of the Likert scale of company A was 4.21 (positive) and the standard deviation was 0.52. The mean responses of company B was 2.74 (neutral) and the

standard deviation was 1.07. The mean responses of company C was 2.61 (neutral) and the standard deviation was 1.11.

Table 10

Leadership style assessment question 5

My manager makes decisions that promote our team's performance and productivity.	<i>n</i>	Mean	SD
Company A	19	4.21	0.52
Company B	23	2.74	1.07
Company C	18	2.61	1.11

Note: *n*=number of participants. SD= Standard Deviation.

Question 6. My manager emphasizes team's strength over weaknesses.

From Table 11, all the respondents of company A (19) agreed with the statement. 11 respondents (57.89%) chose 'agree,' 6 respondents (31.58%) chose 'strongly agree' with the statement and 2 respondents (10.53%) chose 'neither agree nor disagree.' There were zero respondents with the choice 'disagree' and 'strongly disagree' of company A. 11 respondents (47.83%) of company B (23) disagreed with the statement, 4 respondents (17.39%) chose 'strongly disagree' followed by 1 respondent (4.35%) chose 'neither agree nor disagree,' 3 respondents (13.04%) with 'agree,' and 4 respondents (17.39%) with 'strongly agree.' 6 respondents (33.33%) of company C (18) disagreed with the statement and 5 respondents (27.78%) strongly disagreed and 2 respondents (11.11%) chose 'neither agree nor disagree.' Whereas 3 respondents (16.67%) chose 'agree' and 2 respondents (11.11%) chose 'strongly agree' for the statement.

Table 11

Responses to question 6

Choice	Company A	Company B	Company C
Strongly disagree		4	5
Disagree		11	6
Neither agree nor disagree	2	1	2
Agree	11	3	3
Strongly agree	6	4	2

A detailed statistical result of the question 6 of section II is presented in Table 12. The mean responses of the Likert scale of company A was 4.21 (positive) and the standard deviation was 0.61. The mean responses of company B was 2.65 (neutral) and the standard deviation was 1.37. The mean responses of company C was 2.50 (negative) and the standard deviation was 1.34.

Table 12

Leadership style assessment question 6

My manager emphasizes team's strength over weaknesses.	<i>n</i>	Mean	SD
Company A	19	4.21	0.61
Company B	23	2.65	1.37
Company C	18	2.50	1.34

Note: *n*= number of participants. SD= Standard Deviation

Question 7. My manager does not interfere with the project until problems become severe.

From Table 13, all the respondents of company A (19) agreed with the statement. 11 respondents (57.89%) chose 'disagree,' 3 respondents (15.79%) chose 'strongly disagree' with the statement and 3 respondents (15.79%) chose 'neither agree nor

disagree.’ There was 1 respondent each (5.26%) with the choice ‘agree’ and ‘strongly agree’ for company A. 8 respondents (34.78%) of company B (23) disagreed with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 1 respondent (4.35%) chose ‘neither agree nor disagree’ choice, 11 respondents (47.83%) with ‘agree,’ and 2 respondents (8.70%) with ‘strongly agree.’ 2 respondents (11.11%) each of company C (18) chose ‘disagree’ and ‘strongly disagree.’ Whereas 9 respondents (50.00%) chose ‘agree’ and 5 respondents (27.78%) chose ‘strongly agree’ for the statement.

Table 13

Responses to question 7

Choice	Company A	Company B	Company C
Strongly disagree	3	1	2
Disagree	11	8	2
Neither agree nor disagree	3	1	
Agree	1	11	9
Strongly agree	1	2	5

A detailed statistical result of the question 7 of section II is presented in Table 14. The mean responses of the Likert scale of company A was 2.26 (negative) and the standard deviation was 0.96. The mean responses of company B was 3.22 (neutral) and the standard deviation was 1.14. The mean responses of company C was 3.72 (positive) and the standard deviation was 1.28.

Table 14

Leadership style assessment question 7

My manager does not interfere with the project until problems become severe.	<i>n</i>	Mean	SD
Company A	19	2.26	0.96
Company B	23	3.22	1.14
Company C	18	3.72	1.28

Note: *n*=number of participants. SD=Standard Deviation.

Question 8. My manager is particular regarding who is responsible for leading performance targets.

From Table 15, all the respondents of company A (19) agreed with the statement. 13 respondents (68.42%) chose ‘agree,’ 5 respondents (26.32%) chose ‘strongly agree’ with the statement and 1 respondent (5.26%) chose ‘neither agree nor disagree.’ There were zero respondents with the choice ‘disagree’ and ‘strongly disagree’ of company A. 10 respondents (43.48%) of company B (23) disagreed with the statement, 5 respondents (21.74%) chose ‘strongly disagree’ followed by 2 respondents (8.70%) chose ‘neither agree nor disagree choice,’ 3 respondents (13.04%) each chose options ‘agree,’ and ‘strongly agree.’ 7 respondents (33.89%) of company C (18) disagreed with the statement and 1 respondent (5.56%) strongly disagreed and 6 respondents (33.33%) chose ‘neither agree nor disagree.’ Whereas 2 respondents (11.11%) each chose ‘agree’ and ‘strongly agree’ for the statement.

Table 15

Responses to question 8

Choice	Company A	Company B	Company C
Strongly disagree		5	1
Disagree		10	7
Neither agree nor disagree	1	2	6
Agree	13	3	2
Strongly agree	5	3	2

A detailed statistical result of the question 8 of section II is presented in Table 16. The mean responses of the Likert scale of company A was 4.21 (positive) and the standard deviation was 0.52. The mean responses of company B was 2.52 (neutral) and the standard deviation was 1.31. The mean responses of company C was 2.83 (neutral) and the standard deviation was 1.07.

Table 16

Leadership style assessment question 8

My manager is particular regarding who is responsible for leading performance targets.	<i>n</i>	Mean	SD
Company A	19	4.21	0.52
Company B	23	2.52	1.31
Company C	18	2.83	1.07

Note: *n*=number of participants. SD=Standard Deviation.

Question 9. My manager spends the time to teach and coach his subordinates.

From Table 17, 12 respondents (63.16%) of company A (19) chose 'agree,' 5 respondents (26.32%) chose 'strongly agree' with the statement and 2 respondents (10.53%) chose 'neither agree nor disagree.' There were zero respondents with the choice

‘disagree’ and ‘strongly disagree’ of company A. 16 respondents (69.57%) of company B (23) ‘disagreed’ with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 5 respondents (21.74%) chose option ‘agree’, and 1 respondent (4.35%) chose ‘strongly agree.’ 14 respondents (77.78%) of company C (18) ‘disagreed’ with the statement and 0 respondents chose ‘strongly disagree.’ Whereas 3 respondents (16.67%) chose ‘agree’ and 1 respondent (5.56%) chose ‘strongly agree’ for the statement.

Table 17

Responses to question 9

Choice	Company A	Company B	Company C
Strongly disagree		1	
Disagree		16	14
Neither agree nor disagree	2		
Agree	12	5	3
Strongly agree	5	1	1

A detailed statistical result of the question 9 of section II is presented in Table 18. The mean responses of the Likert scale of company A was 4.16 (positive) and the standard deviation was 0.59. The mean responses of company B was 2.52 (neutral) and the standard deviation was 1.02. The mean responses of company C was 2.50 (negative) and the standard deviation was 0.96.

Table 18

Leadership style assessment question 9

My manager spends the time to teach and coach his subordinates.	<i>n</i>	Mean	SD
Company A	19	4.16	0.59
Company B	23	2.52	1.02
Company C	18	2.50	0.96

Note: *n*=number of participants. SD=Standard Deviation.

Question 10. My manager is efficient in reaching company's requirements.

From Table 19, 13 respondents (68.42%) of company A (19) chose 'agree,' 6 respondents (31.58%) chose 'strongly agree' with the statement. There were zero respondents with the choice 'disagree' and 'strongly disagree' of company A. 8 respondents (34.78%) of company B (23) disagreed with the statement, 6 respondents (26.09%) chose 'strongly disagree' followed by 5 respondents (21.74%) chose option 'neither agree or disagree,' and 2 respondents (8.70%) each chose 'agree,' and 'strongly agree' for the statement. 10 respondents (55.56%) of company C (18) disagreed with the statement and 1 respondent (5.56%) chose 'strongly disagree.' Whereas 3 respondents (16.67%) chose 'neither agree nor disagree,' 1 respondent (5.56%) chose 'agree' and 3 respondents (16.67%) chose 'strongly agree' for the statement.

Table 19

Responses to question 10

Choice	Company A	Company B	Company C
Strongly disagree		6	1
Disagree		8	10
Neither agree nor disagree		5	3
Agree	13	2	1
Strongly agree	6	2	3

A detailed statistical result of the question 10 of section II is presented in Table 20. The mean responses of the Likert scale of company A was 4.32 (positive) and the standard deviation was 0.46. The mean responses of company B was 2.39 (negative) and the standard deviation was 1.21. The mean responses of company C was 2.72 (neutral) and the standard deviation was 1.19.

Table 20

Leadership style assessment question 1

My manager is efficient in reaching company's requirements.	<i>n</i>	Mean	SD
Company A	19	4.32	0.46
Company B	23	2.39	1.21
Company C	18	2.72	1.19

Note: *n*=number of participants. SD=Standard Deviation.

Job Satisfaction and Organizational Commitment

The third section of the questionnaire (Questions 11 through 20) were targeted towards the research question two and three to assess the job satisfaction and organizational commitment of the employees towards the companies. These questions were based on the derived hypothesis.

Hypothesis 1 - Questions 11-15 were based on employee job satisfaction

Hypothesis 2 - Question 16-20 were based on employees' organizational commitment.

Hypothesis 1: There is a significant relationship between leadership styles and employees' job satisfaction.

Question 1. I am given the chance to do multiple things associated with the projects assigned to me.

From Table 21, 15 respondents (78.95%) of company A (19) chose 'agree,' 3 respondents (15.79%) chose 'strongly agree' with the statement. 1 respondent (5.26%) chose 'neither agree nor disagree.' There were zero respondents with the choice 'disagree' and 'strongly disagree' of company A. 11 respondents (47.83%) of company B (23) 'disagreed' with the statement, 0 respondents chose 'strongly disagree' followed by 5 respondents (21.74%) chose option 'neither agree or disagree,' and 6 respondents (26.09%) chose 'agree,' and 1 respondent (4.35%) chose 'strongly agree' for the statement. 4 respondents (22.22%) of company C (18) disagreed with the statement and 1 respondent (5.56%) chose 'strongly disagree.' Whereas 12 respondents (66.67%) chose 'agree' and 1 respondent (5.56%) chose 'strongly agree' for the statement.

Table 21

Responses to question 11

Choice	Company A	Company B	Company C
Strongly disagree		0	1
Disagree		11	4
Neither agree nor disagree	1	5	
Agree	15	6	12
Strongly agree	3	1	1

A detailed statistical result of the question 11 of section III is presented in Table 22. The mean responses of the Likert scale of company A was 4.11 (positive) and the standard deviation was 0.45. The mean responses of company B was 2.87 (negative) and the standard deviation was 0.97. The mean responses of company C was 3.44 (neutral) and the standard deviation was 1.07.

Table 22

Job satisfaction survey question 11

I am given the chance to do multiple things associated with the projects assigned to me.	<i>n</i>	Mean	SD
Company A	19	4.11	0.45
Company B	23	2.87	0.95
Company C	18	3.44	1.07

Note: *n*=number of participants. SD=Standard Deviation.

Question 12. My job provides for steady growth.

From Table 23, 9 respondents (47.37%) of company A (19) chose 'agree,' 5 respondents (26.32%) chose 'strongly agree' with the statement and 5 respondents (26.32%) chose 'neither agree nor disagree.' There were zero respondents with the choice 'disagree' and 'strongly disagree' of company A. 14 respondents (60.87%) of company B

(23) disagreed with the statement, 1 respondent (4.35%) chose ‘strongly disagree’ followed by 2 respondents (8.70%) chose option ‘neither agree or disagree,’ and 5 respondents (21.74%) chose ‘agree,’ and 1 respondent (4.35%) chose ‘strongly agree’ for the statement. 8 respondents (44.44%) of company C (18) disagreed with the statement and 5 respondents (27.78%) chose ‘strongly disagree,’ and 1 respondent (5.56%) chose ‘neither agree nor disagree.’ Whereas 3 respondents (16.67%) chose ‘agree’ and 1 respondent (5.56%) chose ‘strongly agree’ for the statement.

Table 23

Responses to question 12

Choice	Company A	Company B	Company C
Strongly disagree		1	5
Disagree		14	8
Neither agree nor disagree	5	2	1
Agree	9	5	3
Strongly agree	5	1	1

A detailed statistical result of the question 12 of section III is presented in Table 24. The mean responses of the Likert scale of company A was 4.00 (positive) and the standard deviation was 0.73. The mean responses of company B was 2.61 (negative) and the standard deviation was 1.01. The mean responses of company C was 2.28 (negative) and the standard deviation was 1.19.

Table 24

Job satisfaction survey question 12

My job provides for steady growth.	<i>n</i>	Mean	SD
Company A	19	4.00	0.73
Company B	23	2.61	1.01
Company C	18	2.28	1.19

Note: *n*=number of participants. SD=Standard Deviation.

Question 13. My job is subjected to favorable working conditions.

From Table 25, 15 respondents (78.95%) of company A (19) chose ‘agree,’ 4 respondents (21.05%) chose ‘strongly agree’ with the statement. There were zero respondents with the choice ‘disagree’ and ‘strongly disagree’ of company A. 8 respondents (34.78%) of company B (23) disagreed with the statement, 4 respondents (17.39%) chose ‘strongly disagree’ followed by 3 respondents (13.04%) chose option ‘neither agree or disagree,’ and 5 respondents (21.74%) chose ‘agree,’ and 3 respondents (13.04%) chose ‘strongly agree’ for the statement. 8 respondents (44.44%) of company C (18) disagreed with the statement and 2 respondents (11.11%) chose ‘strongly disagree,’ and 3 respondents (16.67%) chose ‘neither agree nor disagree.’ Whereas 2 respondents (11.11%) chose ‘agree’ and 3 respondents (16.67%) chose ‘strongly agree’ for the statement.

Table 25

Responses to question 13

Choice	Company A	Company B	Company C
Strongly disagree		4	2
Disagree		8	8
Neither agree nor disagree		3	3
Agree	15	5	2
Strongly agree	4	3	3

A detailed statistical result of the question 13 of section III is presented in Table 26. The mean responses of the Likert scale of company A was 4.21 (positive) and the standard deviation was 0.41. The mean responses of company B was 2.78 (negative) and the standard deviation was 1.32. The mean responses of company C was 2.78 (negative) and the standard deviation was 1.27.

Table 26

Job satisfaction survey question 13

My job is subjected to favorable working conditions.	<i>n</i>	Mean	SD
Company A	19	4.21	0.41
Company B	23	2.78	1.32
Company C	18	2.78	1.27

Note: *n*=number of participants. SD=Standard Deviation.

Question 14. I think my skills are not thoroughly utilized in the job.

From Table 27, 12 respondents (63.16%) of company A (19) chose ‘disagree,’ 4 respondents (21.05%) chose ‘strongly disagree’ with the statement. There were 2 respondents with the choice ‘neither agree nor disagree,’ and 0 responses with ‘agree’ and 1 respondent chose ‘strongly agree’ of company A. 6 respondents (26.09%) of

company B (23) disagreed with the statement, 3 respondents (13.04%) chose ‘strongly disagree’ followed by 3 respondents (13.04%) chose option ‘neither agree or disagree,’ and 6 respondents (26.09%) chose ‘agree,’ and 5 respondents (21.74%) chose ‘strongly agree’ for the statement. 4 respondents (22.22%) of company C (18) disagreed with the statement and 1 respondent (5.56%) chose ‘strongly disagree,’ and 0 respondents chose ‘neither agree nor disagree.’ Whereas 12 respondents (66.67%) chose ‘agree’ and 1 respondent (5.56%) chose ‘strongly agree’ for the statement.

Table 27

Responses to question 14

Choice	Company A	Company B	Company C
Strongly disagree	4	3	1
Disagree	12	6	4
Neither agree nor disagree	2	3	
Agree		6	12
Strongly agree	1	5	1

A detailed statistical result of the question 14 of section III is presented in Table 28. The mean responses of the Likert scale of company A was 4.21 (negative) and the standard deviation was 0.41. The mean responses of company B was 3.71 (positive) and the standard deviation was 1.37. The mean responses of company C was 3.44 (neutral) and the standard deviation was 1.07.

Table 28

Job satisfaction survey question 14

I think my skills are not thoroughly utilized in my job.	<i>n</i>	Mean	SD
Company A	19	2.05	0.89
Company B	23	3.17	1.37
Company C	18	3.44	1.07

Note: *n*=number of participants. SD=Standard Deviation.

Question 15. I am forced to work more than I should.

From Table 29, 11 respondents (57.89%) of company A (19) chose ‘disagree,’ 8 respondents (42.11%) chose ‘strongly disagree’ with the statement. There were no respondents for the rest of the three choices of company A. 8 respondents (34.78%) of company B (23) disagreed with the statement, 11 respondents (47.83%) chose ‘strongly disagree’ followed by 2 respondents (8.70%) chose option ‘neither agree or disagree,’ and 1 respondent (4.35%) each chose ‘agree,’ and ‘strongly agree’ for the statement. 2 respondents (11.11%) of company C (18) disagreed with the statement and 4 respondents (22.22%) chose ‘strongly disagree,’ and 0 respondents chose ‘neither agree nor disagree.’ Whereas 7 respondents (38.89%) chose ‘agree’ and 5 respondents (27.78%) chose ‘strongly agree’ for the statement.

Table 29

Responses to question 15

Choice	Company A	Company B	Company C
Strongly disagree	8	11	4
Disagree	11	8	2
Neither agree nor disagree		2	
Agree		1	7
Strongly agree		1	5

A detailed statistical result of the question 15 of section III is presented in Table 30. The mean responses of the Likert scale of company A was 1.58 (negative) and the standard deviation was 0.49. The mean responses of company B was 1.83 (negative) and the standard deviation was 1.05. The mean responses of company C was 3.39 (neutral) and the standard deviation was 1.53.

Table 30.

Job satisfaction survey question 15

I am forced to work more than I should.	<i>n</i>	Mean	SD
Company A	19	1.58	0.49
Company B	23	1.83	1.05
Company C	18	3.39	1.53

Note: *n*=number of participants. SD=Standard Deviation.

Hypothesis 2. There is a significant relationship between leadership styles and employee organizational commitment.

Question 16. Does your company give fair opportunities for promotions and career growth?

From Table 31, 8 respondents (42.11%) of company A (19) chose ‘agree,’ 4 respondents (21.05%) chose ‘strongly agree’ with the statement and 7 respondents (36.84%) chose ‘neither agree nor disagree.’ There were no respondents for ‘disagree’ and ‘strongly disagree’ choices of company A. 7 respondents (30.43%) of company B (23) disagreed with the statement, 4 respondents (17.39%) chose ‘strongly disagree’ followed by 5 respondents (21.74%) chose option ‘neither agree or disagree,’ and 6 respondent (26.09%) chose ‘agree,’ and 1 respondent (4.35) chose ‘strongly agree’ for the statement. 6 respondents (33.33%) of company C (18) disagreed with the statement

and 7 respondents (38.89%) chose ‘strongly disagree,’ and 1 respondent (5.56%) chose ‘neither agree nor disagree.’ Whereas 4 respondents (22.22%) chose ‘agree’ and 0 respondents chose ‘strongly agree’ for the statement.

Table 31

Responses to question 16

Choice	Company A	Company B	Company C
Strongly disagree		4	7
Disagree		7	6
Neither agree nor disagree	7	5	1
Agree	8	6	4
Strongly agree	4	1	

A detailed statistical result of the question 16 of section III is presented in Table 32. The mean responses of the Likert scale of company A was 3.84 (positive) and the standard deviation was 0.74. The mean responses of company B was 2.70 (neutral) and the standard deviation was 1.16. The mean responses of company C was 2.11 (negative) and the standard deviation was 1.15.

Table 32

Organizational commitment survey question 16

Does your company give fair opportunities for promotions and career growth?	<i>n</i>	Mean	SD
Company A	19	3.84	0.74
Company B	23	2.70	1.16
Company C	18	2.11	1.15

Note: *n*=number of participants. SD=Standard Deviation.

Question 17. I would take almost any kind of job responsibility to keep working for this company.

From Table 33, 13 respondents (68.42%) of company A (19) chose ‘agree,’ 2 respondents (10.53%) chose ‘strongly agree’ with the statement and 4 respondents (21.05%) chose ‘neither agree nor disagree.’ There were no respondents for ‘disagree and strongly disagree.’ choices of company A. 16 respondents (69.57%) of company B (23) disagreed with the statement, 0 respondents chose ‘strongly disagree’ and ‘neither agree or disagree,’ and 6 respondent (26.09%) chose ‘agree,’ and 1 respondent (4.35) chose ‘strongly agree’ for the statement. 11 respondents (61.11%) of company C (18) disagreed with the statement and 3 respondents (16.67%) chose ‘strongly disagree,’ and 0 respondents chose ‘neither agree nor disagree.’ Whereas 4 respondents (22.22%) chose ‘agree’ and 0 respondents chose ‘strongly agree’ for the statement.

Table 33

Responses to question 17

Choice	Company A	Company B	Company C
Strongly disagree		0	3
Disagree		16	11
Neither agree nor disagree	4	0	0
Agree	13	6	4
Strongly agree	2	1	0

A detailed statistical result of the question 17 of section III is presented in Table 34. The mean responses of the Likert scale of company A was 3.89 (positive) and the standard deviation was 0.55. The mean responses of company B was 2.65 (neutral) and the

standard deviation was 1.00. The mean responses of company C was 2.28 (negative) and the standard deviation was 0.99.

Table 34.

Organizational commitment survey question 17

I would take almost any kind of job responsibility to keep working for this company.	<i>n</i>	Mean	SD
Company A	19	3.89	0.55
Company B	23	2.65	1.00
Company C	18	2.28	0.99

Note: *n*=number of participants. SD=Standard Deviation.

Question 18. I believe this is an excellent place to work.

From Table 35, 16 respondents (84.21%) of company A (19) chose ‘agree,’ 3 respondents (15.79%) chose ‘strongly agree’ with the statement and there were no respondents for the rest of the choices of company A. 13 respondents (56.52%) of company B (23) disagreed with the statement, 2 respondents (8.70%) each chose ‘strongly disagree’ and ‘neither agree or disagree,’ and 3 respondent (13.04%) each chose ‘agree,’ and ‘strongly agree’ for the statement. 8 respondents (44.44%) of company C (18) disagreed with the statement and 4 respondents (22.22%) chose ‘strongly disagree,’ and 2 respondents (11.11%) each chose ‘neither agree nor disagree,’ ‘agree,’ and ‘strongly agree’ for the statement.

Table 35

Responses to question 18

Choice	Company A	Company B	Company C
Strongly disagree		2	4
Disagree		13	8
Neither agree nor disagree		2	2
Agree	16	3	2
Strongly agree	3	3	2

A detailed statistical result of the question 18 of section III is presented in Table 36. The mean responses of the Likert scale of company A was 4.16 (positive) and the standard deviation was 0.13. The mean responses of company B was 2.65 (neutral) and the standard deviation was 1.20. The mean responses of company C was 2.44 (negative) and the standard deviation was 1.26.

Table 36

Organizational commitment survey question 18

I believe this is an excellent place to work.	<i>n</i>	Mean	SD
Company A	19	4.16	0.13
Company B	23	2.65	1.20
Company C	18	2.44	1.26

Note: n=number of participants. SD=Standard Deviation.

Question 19. I would be delighted to spend the rest of my career with this company.

From Table 37, 12 respondents (63.16%) of company A (19) chose 'agree,' 3 respondents (15.79%) chose 'strongly agree' with the statement and 4 respondents (21.05%) chose 'neither agree nor disagree.' There were no respondents for the rest of the

choices of company A. 16 respondents (69.57%) of company B (23) disagreed with the statement, 1 respondent (4.35%) each chose ‘strongly disagree’ and ‘neither agree or disagree,’ and 5 respondent (21.74%) chose ‘agree,’ and 0 respondents chose ‘strongly agree’ for the statement. 9 respondents (50.00%) of company C (18) disagreed with the statement and 3 respondents (16.67%) chose ‘strongly disagree,’ and 2 respondents (11.11%) chose ‘neither agree nor disagree.’ Whereas 4 respondents (22.22%) chose ‘agree,’ and 0 respondents chose ‘strongly agree’ for the statement.

Table 37

Responses to question 19

Choice	Company A	Company B	Company C
Strongly disagree		1	3
Disagree		16	9
Neither agree nor disagree	4	1	2
Agree	12	5	4
Strongly agree	3	0	0

A detailed statistical result of the question 19 of section III is presented in Table 38. The mean responses of the Likert scale of company A was 3.95 (positive) and the standard deviation was 0.60. The mean responses of company B was 2.43 (negative) and the standard deviation was 0.88. The mean responses of company C was 2.39 (negative) and the standard deviation was 1.01.

Table 38

Organizational commitment survey question 19

I would be delighted to spend the rest of my career with this company.	<i>n</i>	Mean	SD
Company A	19	3.95	0.60
Company B	23	2.43	0.88
Company C	18	2.39	1.01

Note: *n*= number of participants. SD=Standard Deviation.

Question 20. I do not feel any necessity to continue with my current employer.

From Table 39, 14 respondents (73.68%) of company A (19) chose ‘disagree,’ 1 respondent (5.26%) chose ‘strongly agree’ with the statement and 4 respondents (21.05%) chose ‘neither agree nor disagree.’ There were no respondents for the rest of the choices of company A. 1 respondent (4.35%) of company B (23) disagreed with the statement, 4 respondents (17.39%) each chose ‘strongly disagree’ and ‘neither agree or disagree,’ and 10 respondents (43.48%) chose ‘agree,’ and 4 respondents (17.39%) chose ‘strongly agree’ for the statement. 1 respondent (5.56%) each of company C (18) chose ‘disagree’ and ‘strongly disagree’ with the statement, and 2 respondents (11.11%) chose ‘neither agree nor disagree.’ Whereas 9 respondents (50.00%) chose ‘agree,’ and 5 respondents (27.78%) chose ‘strongly agree’ for the statement.

Table 39

Responses to question 20

Choice	Company A	Company B	Company C
Strongly disagree	1	4	1
Disagree	14	1	1
Neither agree nor disagree	4	4	2
Agree		10	9
Strongly agree		4	5

A detailed statistical result of the question 20 of section III is presented in Table 40. The mean responses of the Likert scale of company A was 2.16 (negative) and the standard deviation was 0.49. The mean responses of company B was 3.39 (neutral) and the standard deviation was 1.31. The mean responses of company C was 3.89 (positive) and the standard deviation was 1.05.

Table 40

Organizational commitment survey question 20

I do not feel any necessity to continue with my current employer.	<i>n</i>	Mean	SD
Company A	19	2.16	0.49
Company B	23	3.39	1.31
Company C	18	3.89	1.05

Note: n=number of participants. SD=Standard Deviation.

Conclusion and Recommendations

The overall purpose of Chapter 5 is to understand and discuss the results of analyses regarding the study, which was summarized in Chapter 4. The primary objective of this research is to identify the impact of leadership styles on employees' job satisfaction and organizational commitment in Indian construction industry. The leadership styles, employee job satisfaction, and organizational commitment have been measured using a survey questionnaire. The survey results provided answers to the research questions raised in chapter 1 of the present study. The Likert scale proved that an organization's leadership style strongly influences employee job satisfaction and organizational commitment.

1. Which leadership styles are most preferred by the higher-level management of the company?
 - Company A: There were total 19 respondents from company A where there were 5 senior managers, 5 construction engineers, and 9 worker supervisors. The overall mean of questions related to this research question was 4.00. Majority of the employees agreed with the questions based on the leadership styles. This may suggest that transformational leadership style is most preferred by the management of company A.
 - Company B: There were total 23 respondents from company B where there were 5 senior managers, 6 construction engineers, and 12 worker supervisors. The overall mean of questions related to this research question was 2.63. The majority of participants showed that they were dissatisfied most of the time due to their management leadership styles.

However, there were differences in the responses, with some employees being neither satisfied nor dissatisfied, while few were satisfied.

Therefore, this may suggest a laissez-faire leadership style and low supportive – low directive style is most prevalent in company B. From the findings it can be concluded that laissez-faire leadership style and low supportive – low directive style has a negative effect on the involvement of the leader in planning, directing, controlling, and goal clarification.

- Company C: There were total 18 respondents from company C where there were 3 senior managers, 5 construction engineers, and 11 worker supervisors. The overall mean of questions related to this research question was 2.64. The participants had a mixed response towards the leadership style assessment. Some were dissatisfied and some employees being neither satisfied nor dissatisfied most of the time due to their management leadership styles. However, few employees were satisfied. Therefore, this may suggest that laissez-faire leadership style and middle-of-the-road management is mostly prevalent in company C.

2. What are the impacts of leadership styles on employees' job satisfaction?

- Company A: There were total 19 respondents from company A where there were 5 senior managers, 5 construction engineers, and 9 worker supervisors. The overall mean of questions related to this research question was 3.21. There is a high-level of job satisfaction in company A. The application of transformational leadership style lead to stronger job satisfaction. This finding establishes that leadership has a major influence

on work outcome and job satisfaction in company A. The employees are most satisfied when they see their leaders possess both relation-oriented and task-oriented behaviors.

- Company B: There were total 23 respondents from company B where there were 5 senior managers, 6 construction engineers, and 12 worker supervisors. The overall mean of questions related to this research question was 2.49. There is a low-level of job satisfaction in company B. The current study highlighted a laissez-faire leadership style as a consequence of job satisfaction. The findings show that the laissez-faire leadership style could result in low interpersonal relationships, resulting in weak employee job satisfaction and productivity levels.
- Company C: There were total 18 respondents from company C where there were 3 senior managers, 5 construction engineers, and 11 worker supervisors. The overall mean of questions related to this research question was 3.0. There is a low-level of job satisfaction in company C. Hence, the research findings show that laissez-faire leadership style and middle-of-the-road management of company C could result in low interpersonal relationships, resulting in weak employee job satisfaction and productivity levels.

3. What are the impacts of leadership styles on employees' organizational commitment?

- Company A: There were total 19 respondents from company A where there were 5 senior managers, 5 construction engineers, and 9 worker

supervisors. The overall mean of questions related to this research question was 3.60. There is an exceptional level of organizational commitment of employees' in company A. Hence, the research findings show that the transformational leadership style is exceptionally identified with workers' organizational commitment.

- Company B: There were total 23 respondents from company B where there were 5 senior managers, 6 construction engineers, and 12 worker supervisors. The overall mean of questions related to this research question was 2.76. There is a low-level of organizational commitment in company B. Hence, the research findings show that the laissez-faire leadership style and low supportive – low directive style of company B has a negative impact on the employees' organizational commitment. The data strongly suggest that use of the laissez-faire leadership style and low supportive – low directive style will produce weak organizational commitment and negative results for the company growth. Prior the study indicates that laissez-faire leadership is less advantageous to employee affective organizational commitment.
- Company C: There were total 18 respondents from company C where there were 3 senior managers, 5 construction engineers, and 11 worker supervisors. The overall mean of questions related to this research question was 2.62. There is a low-level of organizational commitment in company C. Hence, the research findings show that the laissez-faire leadership style and middle-of-the-road management of company C has a

negative impact on the employees' organizational commitment. The data strongly suggest that use of the laissez-faire leadership style will produce weak organizational commitment and negative results for the company growth. Prior the study indicates that laissez-faire leadership and middle-of-the-road management is less advantageous to employee affective organizational commitment.

Implications

The research findings found that out of the three construction companies chosen for the study, the laissez-faire leadership style had a negative influence on job satisfaction and organizational commitment on the employees of two companies. Whereas, the transformational leadership style has had a positive impact on the employees of one company. The study also discovered the negative influence of upper-management leadership style on employees has a negative influence on organization performance. Organizations, therefore, should pay more attention to the employees' promotion, career growth, and equal job responsibilities of all the employees. Leaders should understand if their leadership style is positively or negatively affecting the employees.' The higher-level management needs to train all managers and leaders In transformational leadership within the organization. Use of these styles must associate with the employees' values and concerns. The leaders should encourage and motivate their subordinates to perform exceptionally, which will ensure job satisfaction and organizational commitment. A higher level of employee organizational commitment will increase the employee performance that leads to organizational success. Therefore, this study has shown that

leadership styles have a significant impact on employees' job satisfaction and organizational commitment.

Limitations

- In this study, the population used for the survey was only limited to three construction companies in three departments and sixty employees. The study is not extended to various construction companies, departments, and larger sample size.
- The results from the data cannot precisely prove the leadership styles of Indian Construction Industry. It is only limited to the three construction companies.

Recommendations

1. In this study, the population used for the survey was only limited to three construction companies in three departments and sixty employees. The study can be extended to various construction companies, departments, and larger sample size. This will help the researcher to gain an overall understanding of leadership styles and their impact on job satisfaction and organizational commitment.
2. In this research, the focus was only on construction companies in India. Future researches are recommended to focus on other industries. This could help in identifying crucial factors that could affect the employees' job satisfaction and organizational commitment.
3. Lastly, the future research may consider added measurement instrument for the leadership styles relation with job satisfaction and organizational commitment to contribute different outcomes through different organization's culture.

References

- Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S. (2010). The prevalence of destructive leadership behavior. *British Journal of Management*, *21*, 438-452. doi:10.1111/j.1467-8551.2009.00672.x
- Abdalla, H. G. (2010). *The influence of transformational and transactional leadership on employee performance and organizational commitment - A case study in the UAE public sector* (Doctoral dissertation, The British University in Dubai (BUiD)).
- Al-Ababneh, M. (2013). Leadership style of managers in five-star hotels and its relationship with employees' job satisfaction. *International Journal of Management & Business Studies*, *3*(2), 93-98.
- Alkahtani, A. H. (2015). The influence of leadership styles on organizational commitment: The moderating effect of emotional intelligence. *Business and Management Studies*, *2*(1), 23-34. doi:10.11114/bms.v2i1.1091
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, *63*(1), 1-18. doi:10.1111/j.2044-8325.1990.tb00506.x
- Avolio, B. J., Waldman, D. A., & Einstein, W. O. (1988). Transformational leadership in a management game simulation. *Group & Organization Studies*, *13*(1), 59-80. doi:10.1177/105960118801300109
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

- Bass, B.M. (1990). Bass & Stogdill's handbook of leadership: Theory, research and managerial applications (3rd ed.). New York, Free Press.
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14(5), 21-27.
doi:10.1108/03090599010135122
- Bass, B. M. (1997). Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*, 52(2), 130-139. doi:10.1037//0003-066x.52.2.130
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32-40. doi:10.1086/222820
- Bogler, R. (2005). Satisfaction of Jewish and Arab teachers in Israel. *The Journal of Social Psychology*, 145(1), 19-34. doi:10.3200/socp.145.1.19-34
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89, 901–910. doi:10.1037/0021-9010.89.5.901
- Bowers, D. G., & Seashore, S. E. (1966). Predicting organizational effectiveness with a four-factor theory of leadership. *Administrative Science Quarterly*, 11(2), 238-263. doi:10.2307/2391247
- Burg-Brown, S. A. (2016). *The relationship between leadership styles and organizational performance moderated by employee job satisfaction in united states government*

agencies (10240572) (Doctoral dissertation). Retrieved from ProQuest
Dissertations and Theses database. (10240572)

Brooke, P. P., & Price, J. L. (1989). The determinants of employee absenteeism: An empirical test of a causal model. *Journal of Occupational Psychology*, 62(1), 1-19. doi:10.1111/j.2044-8325.1989.tb00473.x

Burns, J. M. (1978). *Leadership*. New York, NY: The Free Press.

Chen, W., & Ye, H. (2011). Analysis of the predictive indicators of knowledge workers' job burnout: A perspective of organization. *MSIE 2011*, 171-173.
doi:10.1109/msie.2011.5707689

Chukwura, F. A. (2017). *The impact of elected leadership styles and behaviors on employee motivation and job satisfaction* (10262875) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (10262875)

Clinebell, S., Skudiene, V., Trijonyte, R., & Reardon, J. (2013). Impact of leadership styles on employee organizational commitment. *Journal of Service Science (JSS)*, 6(1), 140. doi:10.19030/jss.v6i1.8244

Cojocar, W. J. (2008). *Adaptive leadership: Leadership theory or theoretical derivative?* (3329822) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3329822)

Cummings, G. G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., ...

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. doi:10.1016/j.ijnurstu.2009.08.006
- De Merville, B. (2007). Enterprise leadership. *Organization Development Journal*, 25(4), 83-87.
- Ekung, S., Oluseun, O., & Ebong, U. (2015). Influence of leadership traits on team performance as correlates of success in construction project delivery. *Civil Engineering and Urban Planning: An International Journal (CiVEJ)*, 2(2), 23.
- Ellickson, M. C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Public Personnel Management*, 31(3), 343-358.
doi:10.1177/009102600203100307
- Elizur, D., & Koslowsky, M. (2001). Values and organizational commitment. *International Journal of Manpower*, 22(7), 593-599.
doi:10.1108/01437720110408967
- Essays, UK. (November 2013). Validity and reliability of the Likert scale psychology essay. Retrieved from <https://www.ukessays.com/essays/psychology/validity-and-reliability-of-the-likert-scale-psychology-essay.php?cref=1>
- Fiedler, F.E. (1967). *A Theory of Leadership Effectiveness*. Mc Graw-Hill Book Company, New York.
- Fisher, E. A. (2009). Motivation and leadership in social work management: A review of theories and related studies. *Administration in Social Work*, 33(4), 347-367.
doi:10.1080/03643100902769160

- Fu, F. Q., Bolander, W., & Jones, E. (2009). Managing the drivers of organizational commitment and salesperson effort: An application of Meyer and Allen's three-component model. *The Journal of Marketing Theory and Practice, 17*(4), 335-350. doi:10.2753/mtp1069-6679170403
- Gallos, J. V. (2006). *Organization development: A Jossey-Bass reader* (No. 658.406 O7).
- Germain, M. (2012). Traits and skills theories as the nexus between leadership and expertise: Reality or fallacy? *Performance Improvement, 51*(5), 32-39. doi:10.1002/pfi.21265
- Gliem, J. A., & Gliem, R. R. (Eds.). (2003). *Calculating, Interpreting, And Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales*. Columbus, OH: Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.
- Grant, A. M., & Wrzesniewski, A. (2010). I won't let you down. . .or will I? Core self-evaluations, other-orientation, anticipated guilt and gratitude, and job performance. *Journal of Applied Psychology, 95*(1), 108-121. doi:10.1037/a0017974
- Gu, Q., Wang, L., Sun, J. Y., & Xu, Y. (2010). Understanding China's post-80 employees' work attitudes: An explorative study. *Journal of Chinese Human Resources Management, 1*(2), 74-94. doi:10.1108/20408001011117635
- Hakim, A. C., & Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. *Psychological Bulletin, 131*(2), 241-259. doi:10.1037/0033-2909.131.2.241

Hersey, P. & Blanchard, K. (1988). Management of organizational behavior: Utilizing human resources. (5th ed.) Englewood Cliffs, NJ: Prentice Hall.

Hersey, P., & Blanchard, K. (2001). Management of organizational behavior: Utilizing human resources (8th ed.). Englewood Cliffs, NJ: Prentice-Hall.

Hoy, W.K. and Miskel, C.G. (2008). Education Administration Theory, Research, and Practice. Mc-Graw-Hill Co., Singapura.

Hussain, M., & Hassan, H. (2016). The leadership styles dilemma in the business world. *International Journal of Organizational Leadership*, 5(4), 411-425.
Retrieved from www.aimijournal.com

Ibem, E. O., Anosike, M. N., Azuh, D. E., & Mosaku, T. O. (2011). Work stress among professionals in building construction industry in Nigeria. *Australasian Journal of Construction Economics and Building*, 11(3), 45-57. doi:10.5130/ajceb.v11i3.2134

Infrastructure Development in India: Market Size, Investments, Govt Initiatives | IBEF. (2017). Retrieved from IBEF website:
<https://www.ibef.org/industry/infrastructure-sector-india.aspx>

Jain, A. (2016, March 4). India's construction sector to boom. Retrieved from <http://www.thehindu.com/features/homes-and-gardens/indias-construction-sector-to-boom/article8314034.ece>

- Janssen, P., & Bakker, A. J. (2001). A test and refinement of the demand-control-support model in the construction industry. *International Journal of Stress Management*, 8(4), 315-332.
- Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, 15(2), 164-184. doi:10.1108/09699980810852682
- Kinicki, A., & Kreitner, R. (2008). *Organization behavior: Key concepts, skills & practices*. New York, NY: McGraw-Hill.
- Kirkpatrick, S. A., & Locke, E. A. (1991). Leadership: do traits matter? *Executive*, 5(2), 48-60. doi:10.5465/ame.1991.4274679
- Kreitner, R., & Kinicki, A. (2009). *Organizational behavior* (9th ed.). New York, NY: McGraw Hill Irwin.
- Kwan, D. (2013). *Senior librarians' perceptions of successful leadership skills* (3572917) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3572917)
- Lin, Y. T. (2003). *The effects of employees' perceptions of leader's leadership style on the job satisfaction of employees at small and medium enterprises in Taiwan* (3086265) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3086265)

- Liphadzi, M., Aigbavboa, C., & Thwala, W. (2015). Relationship between leadership styles and project success in the South Africa construction industry. *Procedia Engineering, 123*, 284-290. doi: 10.1016/j.proeng.2015.10.091
- Lord, R. G., DeVader, C. L., & Alliger, G. M. (1986). A meta-analysis of the relation between personality traits and leadership perceptions: An application of validity generalization procedures. *Journal of Applied Psychology, 71*, 402–410.
- Mann, R. D. (1959). A review of the relationship between personality and performance in small groups. *Psychological Bulletin, 56*, 241–270.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin, 108*(2), 171-194. doi:10.1037//0033-2909.108.2.171
- McLeod, S. A. (2008). Likert Scale | Simply Psychology. Retrieved from <https://www.simplypsychology.org/likert-scale.html>
- Merton, R. K. (1969). The social nature of leadership. *The American Journal of Nursing, 69*(12), 2614. doi:10.2307/3421106
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89. doi:10.1016/1053-4822(91)90011-z
- Michaels, C. E., & Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, hand, and Meglio model. *Journal of Applied Psychology, 67*(1), 53-59. doi:10.1037//0021-9010.67.1.53

- Minavand, H., Mokhtari, S. E., Zakerian, H., & Pahlevan, S. (2013). The impact of project managers' leadership style on employees' job satisfaction, performance and turnover. *IOSR Journal of Business and Management*, 11(6), 43-49.
doi:10.9790/487x-1164349
- Mohamad, M. M., Sulaiman, N. L., Sern, L. C., & Salleh, K. M. (2015). Measuring the validity and reliability of research instruments. *Procedia - Social and Behavioral Sciences*, 204, 164-171. doi: 10.1016/j.sbspro.2015.08.129
- Morreale, S. (2002). Analysis of perceived leader behaviors in law enforcement agencies. Nova Southeastern University: ProQuest, UMI Microform 3074882.
- Mostovicz, E. I., Kakabadse, N. K., & Kakabadse, A. P. (2009). A dynamic theory of leadership development. *Leadership & Organization Development Journal*, 30(6), 563-576. doi: 10.1108/01437730910981935
- Nicholson, N., Brown, C. A., & Chadwick-Jones, J. K. (1976). Absence from work and job satisfaction. *Journal of Applied Psychology*, 61(6), 728-737.
doi:10.1037//0021-9010.61.6.728
- Nunnally, Jim C. and Ira Bernstein. *Psychometric Theory*. New York, New York: McGraw Hill, 1978.
- Oshinubi, O. O. (2007). *The influence of project managers' leadership styles on project team performance in the construction industry* (3302623) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3302623)

- Parry, K. (2004). Comparative modeling of the social processes of leadership in work units. *Journal of the Australian and New Zealand Academy of Management*, *10*(2), 69-80. Retrieved February 20, 2006, from ProQuest database.
- Parvin, M. M., & Kabir, M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, *1*(9), 113-123.
- Poon, S. W., Rowlinson, S. M., Koh, T., & Deng, Y. (2013). Job burnout and safety performance in the Hong Kong construction industry. *International Journal of Construction Management*, *13*(1), 69-78. doi:10.1080/15623599.2013.10773206
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*(5), 603-609.
doi:10.1037/h0037335
- Prentice, W. C. H. (2004). Understanding leadership. *Inside the mind of the leader*, 102-109. Retrieved from <https://hbr.org/2004/01/understanding-leadership>
- Purvanova, R. K., Bono, J. E., & Dzieweczynski, J. (2006). Transformational leadership, job characteristics, and organizational citizenship performance. *Human Performance*, *19*(1), 1-22. doi: 10.1207/s 15327043hupl 901_1
- Reiche, B. S. (2008). The configuration of employee retention practices in multinational corporations' foreign subsidiaries. *International Business Review*, *17*(6), 676-687.
doi:10.1016/j.ibusrev.2008.09.004

- Robbins, S. P., & Judge, T. A. (2008). *Organizational behavior* (13th ed.). Upper Saddle River, NJ: Prentice Hall.
- Sargent, W. H. (2016). *Strategies to Improve Project Management Maturity Processes* (10241778) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (10241778)
- Sheng Victor, G. Y., & Soutar, G. N. (2005). The role of ethical behaviors in the relations between leadership styles and job performance. In ANZMAC 2005 Conference: Corporate Responsibility (pp. 24-33). Retrieved from https://www.researchgate.net/publication/265806307_The_Role_Of_Ethical_Behaviours_In_The_Relations_Between_Leadership_Styles_And_Job_Performance
- Shibani, A., & Sukumar, D. (2015). The role of the project manager in construction projects in India. *Chinese Business Review*, 14(6), 301. doi:10.17265/1537-1506/2015.06.003
- Simmons, E. S. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205. doi:10.1093/geront/45.2.196
- Sinclair, J. (2011). Student satisfaction with online learning: Lessons from organizational behavior. *Research in Higher Education Journal*, 11, 1-19.
- Skipper, C. O. (2004). *An analysis of leadership behaviors in the construction industry: Identification of influences that develop top performing project managers and engineers* (UMI 3142971) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (UMI 3142971)

- Sledge, S., Miles, A. K., & Coppage, S. (2008). What role does culture play? A look at motivation and job satisfaction among hotel workers in Brazil. *The International Journal of Human Resource Management*, 19(9), 1667-1682.
doi:10.1080/09585190802295157
- Smylie, M.A., Conley, S., and Mark, H.M. (2005). Exploring new approaches to teacher leadership for school improvement. *Yearbook of the National Society for the Study of Education*, 101(1), 162-188. doi:10.1111/j.1744-7984.2002.tb00008.x
- Snowden, D. C. (2011). *The relationship between leadership and job satisfaction in call centers in the electric utility industry* (3468107) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3468107)
- Steers, R. M., & Rhodes, S. R. (1978). Major influences on employee attendance: A process model. *Journal of Applied Psychology*, 63(4), 391-407.
doi:10.1037//0021-9010.63.4.391
- Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25, 35-71.
doi:10.1080/00223980.1948.9917362
- Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research*. New York: Free Press.
- Tabassi, A. A., Ramli, M., & Dashti, K. F. (2013). Transformational leadership and team effectiveness in the construction industry. *Strategic Leadership Review*, 3(4), 48.

- Tayfun, A., & Çatir, O. (2014). An empirical study into the relationship between work/life balance and organizational commitment. *ISGUC, The Journal of Industrial Relations and Human Resources*, 16(1), 20-37. doi:10.4026/1303-2860.2014.0242
- Vandenberghe, C. (2014). Affective commitment to organizations and supervisors and turnover: A role theory perspective. *Journal of Management*, 43(7), 2090-2117. doi:10.1177/0149206314559779
- Wahab, A. (2010). Stress management among artisans in construction industry in Nigeria. *Global Journal of Researches in Engineering*, 10(1), 93-103.
- Wang, H., Tsui, A. S., & Xin, K. R. (2011). CEO leadership behaviors, organizational performance, and employees' attitudes. *Leadership Quarterly*, 22(1), 92-105. doi:10.1016/j.leaqua.2010.12.009
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418-428. doi:10.5465/amr.1982.4285349
- 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 Socio-Economic Sciences*, 65(5), 168-180. doi:10.18551/rjoas.2017-05.23
- Yukl, G. (2001). *Leadership in organizations*. (5th ed.) Englewood Cliffs, NJ: Prentice Hall.

Zenger, John J. and Joseph Folkman. The extraordinary leader: Turning good managers into great leaders. New York, New York: McGraw Hill, 2002.

Appendix A



*INSTITUTIONAL REVIEW BOARD
OFFICE OF RESEARCH INTEGRITY*

DATE: March 2, 2018

TO: Akhila Nidadhavolu, Master's in Engineering Technology Management
FROM: Western Kentucky University (WKU) IRB

PROJECT TITLE: [1205557-1] Impact of Leadership Styles on Employees' Job Satisfaction and Organizational Commitment – A Case Study in the Construction Sector in India

REFERENCE #: IRB 18-290
SUBMISSION TYPE: New Project

ACTION: APPROVED
APPROVAL DATE: March 2, 2018
EXPIRATION DATE: May 4, 2018
REVIEW TYPE: Expedited Review

Thank you for your submission of New Project materials for this project. The Western Kentucky University (WKU) IRB has APPROVED your submission. This approval is based on an appropriate risk/benefit ratio and a project design wherein the risks have been minimized. All research must be conducted in accordance with this approved submission.

This submission has received Expedited Review based on the applicable federal regulation.

Please remember that informed consent is a process beginning with a description of the project and insurance of participant understanding followed by a *implied* consent form. Informed consent must continue throughout the project via a dialogue between the researcher and research participant. Federal regulations require each participant receive a copy of the consent document.

Please note that any revision to previously approved materials must be approved by this office prior to initiation. Please use the appropriate revision forms for this procedure.

All UNANTICIPATED PROBLEMS involving risks to subjects or others and SERIOUS and UNEXPECTED adverse events must be reported promptly to this office. Please use the appropriate reporting forms for this procedure. All FDA and sponsor reporting requirements should also be followed.

All NON-COMPLIANCE issues or COMPLAINTS regarding this project must be reported promptly to this office.

This project has been determined to be a Minimal Risk project. Based on the risks, this project requires continuing review by this committee on an annual basis. Please use the appropriate forms for this procedure. Your documentation for continuing review must be received with sufficient time for review and continued approval before the expiration date of May 4, 2018.

Please note that all research records must be retained for a minimum of three years after the completion of the project.

If you have any questions, please contact Paul Mooney at (270) 745-2129 or irb@wku.edu. Please include your project title and reference number in all correspondence with this committee.

Appendix B

INFORMED CONSENT DOCUMENT

Project Title: Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A study in the Construction Sector in India

Investigator: Akhila Nidadhavolu, School of Engineering and Applied Sciences.
Phone: 623-271-5591. Email: akhila.nidadhavolu810@topper.wku.edu



You are being asked to participate in a project conducted through Western Kentucky University. The University requires that you give your signed agreement to participate in this project.
You must be 18 years old or older to participate in this research study.

The investigator will explain to you in detail the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. You may ask any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have. You should keep a copy of this form for your records.

1. **Nature and Purpose of the Project:** As part of the requirement for fulfillment of a degree in the department of School of Engineering and Applied Sciences, this study is aimed to construe and examine the impact of leadership styles on the employees' job satisfaction, and organizational commitment in the construction industry in India, and indicates which leadership styles are most preferred by the companies. This study would help in understanding the importance of leadership styles and leadership management on employees' job satisfaction in the construction industry.

2. **Explanation of Procedures:** This research will be carried out in a survey format. The survey consists of few questions related to leadership and job satisfaction in your organization. You will be asked to answer questions on a survey link. The survey would take approximately 10-15 min. Pick one answer for each question and please try to answer the questions to the best of your knowledge.

3. **Discomfort and Risks:** There are no expected risks or discomforts from the research. Your participation is voluntary, and all your responses will be confidential.

4. **Benefits:** The results of the survey carried out could contribute to the field of organizational management in the construction sector and allow the leaders and managers to understand leadership management styles, employees job satisfaction and how it affects the overall organizational performance.

5. **Confidentiality:** No private information will be used in the research. All the data obtained will be kept confidential in any reports, publications, or presentations on the research. All raw data will be kept securely for a minimum of three years before destruction.

6. **Refusal/Withdrawal:** Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Anyone who agrees to participate in this study is free to withdraw from the study at any time with no penalty.

You understand also that it is not possible to identify all potential risks in an experimental procedure, and you believe that reasonable safeguards have been taken to minimize both the known and potential but unknown risks.

Your continued cooperation with the following research implies your consent.

THE DATED APPROVAL ON THIS CONSENT FORM INDICATES THAT
THIS PROJECT HAS BEEN REVIEWED AND APPROVED BY
THE WESTERN KENTUCKY UNIVERSITY INSTITUTIONAL REVIEW BOARD

Paul Mooney, Human Protections Administrator
TELEPHONE: (270) 745-2129

WKU IRB# 18-290
Approval - 3/2/2018
End Date - 5/4/2018
Expedited
Original - 3/2/2018

Appendix C

Hello,

My name is Akhila Nidadhavolu. I am a student at Western Kentucky University, U.S.A. I am conducting a survey on - Impact of Leadership Styles on Employees' Job Satisfaction and Organizational Commitment – A Case Study in the Construction Sector in India. I am writing to request your participation in the survey.

Your responses to this survey will help me in evaluating the significance of leadership traits in the construction industry in India and could contribute to the field of organizational management in the construction sector and allow the leaders and managers to understand leadership management styles, employees job satisfaction and how it affects the overall organizational performance.

Your participation in the survey is completely voluntary, and all your responses are anonymous. None of the responses will be connected to identifying information.

The survey will take 10-15 minutes to complete.

To participate, please click on the following link:

[Survey link]

Thank you in advance for providing this important feedback.

Appendix D

Section 1 - Demographics

1. Gender?
 - Male
 - Female
 - Other
2. Age group?
 - 20-26 years
 - 26-35 years
 - 35-46 years
 - Over 46 years
3. Educational level?
 - High School
 - Bachelor's Degree
 - Master's Degree
 - PhD
4. Years you worked with company?
 - Less than a year
 - 1-3 years
 - 3-6 years
 - More than 6 years

5. Current position?
- Senior Manager
 - Construction Engineer
 - Workers supervisor

Section 2 - Questionnaire - Leadership Styles Assessment

1. My manager promotes an atmosphere of teamwork.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
2. My manager listens to team members point of views before taking decisions.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
3. My manager appreciates for the quality of my efforts.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

4. My manager gives me with insightful suggestions on what I can do to improve.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
5. My manager makes decisions that promote our team's performance and productivity.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
6. My manager emphasizes team's strengths over weaknesses.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

7. My manager doesn't interfere with the project until problems become severe.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
8. My manager is particular regarding who is responsible for leading performance targets.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
9. My manager spends time to teach and coach his assistants.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

10. My manager is efficient in reaching company's requirements.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

**Section 3 - Questionnaire - Employee Job Satisfaction and Organizational
commitment**

11. I am given the chance to do multiple things associated with the projects assigned to me.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

12. My job provides for steady growth.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

13. My job is subjected to favorable working conditions.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

14. I think my skills are not thoroughly utilized in my job.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

15. I am forced to work more than I should.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

16. Does your company give fair opportunities for promotions and career growth?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

17. I would take almost any kind of job responsibility to keep working for this company.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

18. I believe this is an excellent place to work.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

19. I would be delighted to spend the rest of my career with this company.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

20. I do not feel any necessity to continue with my current employer.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree