

Lived Experience of Leadership Styles on Employee Job Satisfaction in Selected BPO Companies in the Philippines: An Intervention of Behavioral Performance

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ARTICLE INFORMATION

Received: 08 September 2021

Accepted: 05 October 2021

Published: 1 October 2021

DOI: 10.32996/jpbs.2021.1.1.5

KEYWORDS

Transformational leadership,
Transactional leadership,
Employee job satisfaction,
Business Process
Outsourcing.

ABSTRACT

This study was conducted in the Philippines, the world's Business Process outsourcing capital. The primary purpose of this study is to examine the lived experience of leadership styles on employee job satisfaction in selected BPO firms. This research report used a qualitative method based on descriptive phenomenology research design to analyze BPO personnel lived leadership experience, specifically front-liners and managers' experience from Taguig City, Makati City, Pasay City, and Pasig City within Metro Manila. We used an open-ended questionnaire to collect data from respondents. Five major themes emerged: (1) strengths development, (2) Communication and Innovation (3) Trust and respect (4) Delegation and Employee empowerment (5) Reward and Correction. According to the study's premise, most BPO companies in the Philippines practiced a combined transformational leadership and transactional leadership style. To keep employees happy, managers and BPO businesses can adopt a variety of leadership styles. The most popular and researched leadership style is transformational leadership, which stresses intrinsic motivation and employee development. Transactional leadership is task-oriented and focuses on the needs of the followers. Laissez-faire managers, on the other hand, stay out of the way. Job satisfaction is a pleasant or good emotional state caused by job evaluation. Workplace happiness is unaffected by transactional leadership remedial actions. The results show that employees are satisfied when their leader develops their skills, communicates and encourages innovation, builds trust and respect for others, delegates and empowers employees while recognizing top performers, and respectfully corrects mistakes. However, a definite correlation between leadership styles and employee job satisfaction requires more investigation.

1. Introduction

The Philippines is widely regarded as the world capital of the business outsourcing industry by businessmen worldwide. Cost competitiveness and dynamic talents have always been essential in attracting new businesses to the Philippines. However, since corporate outsourcing industries operate in a constantly changing environment with multiple cultures, various circumstances, such as employee job satisfaction, depend on a good leadership style. The importance of leadership in organizations cannot be overstated. Leadership is a relationship between the leaders and followers in which the leader tries to persuade the followers to work towards a common goal (Northouse, 2019). Numerous studies have shown that a good connection between the leader and the employees is necessary for the business's success. However, this connection is mainly determined by the leader's conduct and how he leads his workers. Ehrhart (2004) believes that leadership styles affect employee behavior, including their adoption of its strategy and ideals. In his research, Bass (1990) stated that leaders control 45 to 65 percent of the global factors affecting an organization's success or failure.

There are many leadership styles: transformational, transactional, autocratic, democratic, and laissez-faire are just a few examples. Additionally, most research has found that leadership style affects employee job satisfaction. It makes an employee feel part of the organization, and this feeling increases the job performance of the organization. Job satisfaction means the good emotional state of a person due to his admiration for his work or professional experiences (Locke, 1976). As a result, when a leader forcefully communicates his feelings and ideas to workers, it impacts workers' emotions, performance, and job satisfaction. Leaders influence workers' emotions and thoughts and their motivations-values, needs-demands, and wants-expectations, all of which play a role in their actions toward defined goals. This research investigates how these leadership styles affect employees' job satisfaction in Manila's selected Business Process Outsourcing companies to improve leader-employee relationships.

The Philippine Economic Zone Authority (PEZA) asserts there are 788 BPO companies in the Philippines, and the number of call centers outsourcing their services to the Philippines will still increase despite the Covid-19 pandemic. According to some researchers, the Philippines is overtaking India to become the world's best destination for call centers. This new business trend has given way to labor mobility creating new cultures and new business challenges. This interest in business process outsourcing in Manila has prompted many companies to seek leaders who can lead their businesses to succeed in this highly competitive environment. However, not all of them are succeeding in doing so. There are still companies facing many problems due to poor management leading to the dissatisfaction of employees and a high rate of turnover.

There is an incredibly fascinating relationship involving leadership and job satisfaction. That is why this study focuses on the idea that different leadership styles will inspire or hinder workers, causing them to work well or poorly. Any bad feelings can lead to regression and psychological withdrawal prompting the employees to leave the organization. When utilized positively and successfully, leadership improves employee job satisfaction while making them feel like they are a part of the company for which they work. Every company's performance is determined by the leadership styles employed by its executives because leadership is a link between leaders and followers who want to see fundamental changes and outcomes that reflect their common objectives (Daft, 2008).

The research examines the employees' level of job satisfaction according to their perception of a specific leadership style from their supervisors. This paper will benefit managers and BPO companies to know which types of leadership can be used to keep their employees happy at work. It will also help them know what attitudes, behavior, and skills managers need to show employees to foster their company engagement and performance. This investigation will also benefit employees as leadership also incorporates inspiring people and being willing to do so. Therefore, every employee will find in this study the leadership essentials to prepare oneself for a leadership role in the BPO industries by identifying the leadership style that suits them and impacts most employees' job satisfaction.

1.1 Objective of the Study

The primary purpose of this study is to examine the lived experience of leadership styles on employee job satisfaction in selected BPO firms. Specifically, the study sought the following questions :

1. How does a manager's leadership style affect employee job satisfaction?
2. What type of leadership style do you live and practice in your company?

2. Literature Review

Leadership styles vary according to the organization. While some businesses empower their managers, others choose to maintain a vision, mission statement, or image via various methods. A person's leadership style is defined by how he or she behaves while attempting to influence others. This category encompasses both directives and supporting behaviors. Directive behaviors assist group members or employees in achieving goals by providing direction, creating objectives and assessment methods, establishing time frames, defining responsibilities, and demonstrating how objectives are to be achieved (Northouse, 2019). However, for Northouse (2019), supportive behaviors make employees feel better about themselves, their co-workers, and their job. He also describes supportive behaviors as "two-way communication and responses that show social and emotional support for others. Previous leadership research has revealed several kinds of leadership styles that leaders use in managing companies. For example, Avolio, Bass, Jung, and Berson (1999) discovered the following leadership styles via the use of the Multifactor Leadership Questionnaire:

a) Transformational leadership style

Today, the transformational leadership style is the most popular and researched because it emphasizes intrinsic motivation and follower development, which is necessary for today's working environment (Bass & Riggio, 2006). The concept of transformational leadership was created by Downton (1973), refined by MacGregor Burns (1978), but broadened by Bernard Bass (1985), who defined transformational leadership by the effect it has on followers. Leadership, according to Burns, is distinct from power because

it is inextricably linked to the needs of followers (Northouse, 2019). According to Bass (1985), transformational leadership inspires followers to go above and beyond their expectations by raising followers' awareness of the significance and value of specified and idealized goals, encouraging followers to put the team or organization's interests ahead of their own, and attracting followers to meet higher-level needs. Bass distinguishes four distinct kinds of transformational leadership:

1. Idealized Influence or charisma: Leaders with idealized influence are examples for their followers who connect and imitate them. They are models that employees try to imitate due to their attitudes and behavior that compel attractiveness.
2. Inspiration motivation: A clear, inspiring vision is crucial for successful leaders. The leader inspires groups through symbolism and emotional appeals to bring out the extra effort of the members. Such leadership fosters team spirit.
3. Intellectual Stimulation: Not only do leaders challenge the existing quo, but they also inspire followers to be creative. They encourage workers to experiment with new methods of doing things and unique learning opportunities. A manager who enables workers to solve production problems creatively exemplifies this kind of leadership (Northouse, 2019).
4. Individualized consideration: A transformative leader provides assistance and encouragement to his or her followers on an individual basis. They maintain open lines of communication between leaders and followers, allowing followers to freely contribute ideas and leaders to acknowledge each follower's contribution directly. Leaders serve as trainers and advisors, attempting to help followers in completely actualizing their potential. These leaders may utilize delegation to assist followers in overcoming personal obstacles (Northouse, 2019)

Transformational leadership impacts work satisfaction and job dedication (Emery & Barker, 2007); the link between the two has been shown to be reciprocal (Riaz et al., 2011). According to Manning (2002), transformational leadership is linked with increased job satisfaction and allows female workers, for example, to perform both leadership and gender roles simultaneously. This style is the process of assessing followers' motives, satisfying their needs, and treating them as whole human beings (Northouse 2013). A transformational leader is an exceptional person with a positive influence on others. He/she can inspire followers to create unique and distinct methods to question the status quo and transform the environment to promote success. The transformational leader also looks out for followers' well-being and growth. He/She also attempts to foster a sense of pride in employees when working with a particular manager, and this has been proven to have an augmentation impact, increasing productivity, satisfaction, and effectiveness (Bass, 1985).

b) Transactional leadership style

The transactional leadership style is task-oriented because it focuses on the requirements of the followers and does not take a personal interest in their development (Northouse, 2019). It is in the followers' best interests to comply with the leader's wishes (Kuhnert & Lewis, 1987). Transactional leadership is, therefore, a management style that emphasizes self-motivation and penalizes inefficiency. It does not prioritize organizational reform or growth but focuses on achieving short and long-term objectives while, among others, preserving the routine, conformity, and groove of the business.

The first transactional leadership element is dependent compensation. It is a leader-subordinate exchange in which followers' efforts are exchanged for particular rewards. The leader seeks agreement among followers on what needs to be done while compensating those who complete it (Northouse, 2019).

The second component of transactional management is management by exception, which involves corrective criticism, negative feedback, and punishment. Managers that lead this way monitor their people carefully for policy breaches or errors and then take disciplinary actions (Northouse, 2019). Many studies concluded that this leadership style has a beneficial effect on employees. Transactional leadership not only offers incentives and advantages to workers but also minimizes work pressure. Emery and Barker (2007) discovered that linking individual needs to what the leader wants to accomplish and providing followers with incentives increases work satisfaction. Herzberg's Two-Factor Theory also effectively encourages engaging in productive interactions. This theory demonstrates that exchanging rewards and recognition reduces follower dissatisfaction. Incentives, praise, and recognition motivate individuals to work harder to accomplish the leader's objectives. However, it is also proven that transactional leadership directly affects employee satisfaction in the near term but has no long-term effect (Medley & Larochelle, 1995).

c) Laissez-faire leadership style

Laissez-faire leadership allows workers to act autonomously. Laissez-faire managers stay out of the way, do not provide excessive instruction or direction but enable their workers to utilize their creativity, resources, and expertise to accomplish the objectives.

This kind of supervisor renounces authority, postpones decisions, gives minimal feedback, and creates little attempt to help followers complete their fundamental needs (Northouse, 2019). Yang (2015), on the other hand, believed that Laissez-faire leadership is not a lack of leadership; it is a deliberate decision made by the leader to recognize and defer talents, reduce their dependence, and enhance their autonomy and self-determination. Employees may experience high levels of job happiness as a consequence of the advantages of this leadership style. Madlock (2008), on the contrary, states that a laissez-faire supervisor may lead to mediocre interpersonal connections and reduced employee job satisfaction and productivity. Herzberg's Two-Factor Theory backs up this result as well.

d) Job Satisfaction

There are several job satisfaction theories. All the research on this topic has confirmed that work happiness is intrinsically related to motivation, performance, productivity, absenteeism/tardiness, accidents, mental/physical health, and so forth. Locke (1969) defines job satisfaction as a pleasant or favorable emotional state resulting from evaluating employment or job experiences. It comprises the positive feelings and emotional dispositions that people develop as a consequence of their employment. According to Mueller and Kim (2008), there are two kinds of work satisfaction based on employees' attitudes toward their employers: global Job satisfaction, which is employees' general attitude about their job, and job facet satisfaction which is the employee feeling towards a specific job aspect such benefits, work environment, remuneration, management structure, growth opportunities and the value of one's connections with co-workers.

e) Leadership styles and job satisfaction.

After a thorough review of the literature, we have discovered that leadership styles impact employee satisfaction. However, job satisfaction may not always be related to job performance. Iaffaldano and Muchinsky (1985), for example, discovered a weak 0.17 correlation between work happiness and job performance. However, Scarpello and Vandenberg (1987) found that employee satisfaction with a supervisor impacts organizational management since they play a critical role in overseeing employees' direct reports. They describe supervisory satisfaction as the degree to which an employee is pleased with their supervisor's competence to monitor and satisfy the expectations and objectives of the subordinates. Spector (1997) states that if managers follow their subordinates' preferred style, treating workers with respect and fairness, this is shown to increase job happiness while affecting the organization's functioning.

3. Methodology

3.1 Research Design

This research paper uses the qualitative method based on the descriptive phenomenology research design. Phenomenology studies phenomena to comprehend the meaning of people's lives. It helps capture the substance of an individual experience, including what they have experienced (Kompa, 2013). This method is suited for this paper because we investigate the employees' living experience and job satisfaction towards leadership styles at work. Bernstein and Nash (2008) claim that job satisfaction consists of emotional, cognitive, and behavioral factors. It is, in this case, an individual's experience or feeling that any employee lives.

3.2 Participants of the study

This research paper targets BPO employees, specifically front liners and managers. We have chosen managers because they have adequate leadership experience, expertise, and abilities in business process outsourcing (BPO). They can offer us the information we need regarding the use of leadership styles in business process outsourcing (BPO). To gather data on job satisfaction, we have also included BPO front-line employees as respondents since they are the ones who are directly involved in the experience at work. In addition, we have used purposive sampling to identify the study's participants. Purposive sampling or judgment sampling is a method where the researcher uses his or her judgment to choose participants that he/she considers experienced and fit to respond to the research goal (Collis & Hussey, 2013). It means finding and choosing people or groups of highly qualified or experienced persons about the research topic (Cresswell & Clark, 2011). The investigation focuses on employees from selected Business process outsourcing industries located in Taguig City, Makati City, Pasay City, and Pasig City within Metro Manila. We have chosen these specific cities due to the high concentration of BPO companies in their respective areas.

3.3 Data Collection Instruments

We conducted a survey using an open-ended questionnaire to collect information from respondents to better understand and evaluate employees' job satisfaction in the workplace towards leadership styles. A total of eight employees, involving four managers, and four agents, were surveyed to gather information for the study's goals, including evaluating the impact of different leadership styles on employee job satisfaction in the Business process outsourcing industries. The survey also contains demographic information such as Gender, Age, Marital status, position in the company, and tenure in the Business process outsourcing companies.

4. Results and Discussion

The results are analyzed following the phenomenological analysis method, which is participant-centered and a tool for interpretative research. We follow the method made by Moustakas as described by Creswell (2013), where the researcher first describes the full description of his/ his\her experience with the phenomenon. The researcher then gives a list of significant statements from the respondents to comprehend the phenomenon. These statements are then grouped into themes to allow the researcher to write a textual description of the respondents' experiences and how that experience (structural description) occurred to understand the context in which the phenomenon was an experience. At the end of the above steps, the researcher should combine both textural and structural explanations of the phenomenon.

We used the research questions below to collect data from our respondents. The first question was intended to know how the leaders of Business Process outsourcing use leadership styles to influence their employees' job satisfaction and what they do to make this happen. It is a general question to capture the meaning of leadership styles from the respondents. The second question was mainly directed to managers and was intended to know the working leadership experience of the participants.

Table 1. Demographic profile of the respondents

Respondent ID	Gender	Age group	Marital Status	Position	Tenure/Years
R1	Female	18-27	Single	Agent	4-6
R2	Male	28-37	Married	Manager	7-9
R3	Male	28-37	Single	Agent	1-3
R4	Female	28-37	Single	Agent	Above 9
R5	Female	18-27	Single	Agent	4-6
R6	Male	28-37	Married	Manager	Above 9
R7	Male	38-47	Married	Manager	Above 9
R8	Female	28-37	Separated	Manager	Above 9

Research question 1: How does a manager's leadership style affect employee job satisfaction?

4.1 Theme 1 Strengths' development

Investing in an employee's qualities or abilities contributes to their pleasure. This assumption is supported by responders R1, R2, R3, and R7. According to these respondents, rather than concentrating solely on employee errors, a manager should strengthen employees' talents. Indeed, it is tiresome to keep doing the same thing without acquiring new expertise. Employees will dislike their jobs if there are no opportunities for growth. If there is a pleasant atmosphere for employee growth in any firm, it might motivate workers to love their work for a more extended amount of time (Armache, 2014).

"Instead of concentrating on employee errors, a manager should help employees improve their performance while allowing them to provide new ideas. My manager helps me improve my skills and performance. When I succeed, he automatically puts my name on the list of individuals who should get performance bonuses, making me very happy." R1

"A leader must be able to delegate and help his employees in excelling in their jobs. He must have confidence in his employees and help them in their professional growth. Every employee has certain skills that a manager may develop for the advantage of both the agent and the company. Employees will value their employment if they are led in this way." R2

"If a manager is honest in his/her relationships with the employees, the employees will be happy at work. The manager must establish two-way communication to hear what the employees want, improve their skills, and offer clear career development plans for all employees. The management in my company is frequently autocratic, and there is little opportunity for career development. We do not have enough chances to express ourselves, which makes me dislike my job." R3

"I constantly meet with my team members to hear their thoughts and encourage an open conversation about how we should progress. My colleagues or employees like my style and are always available to support me. My leadership style instilled confidence in others, and as a consequence, many teammates have expressed excellent ideas that we have adopted. The leader should assist the subordinates in developing their abilities and skills and suggest innovative

approaches to achieving the company objectives. In my team, the employees appreciate this way of leading and love their job" R7

4.2 Theme 2 Communication and Innovation

A company that let his employees come up with new ideas benefit from it. Therefore, allowing the employees to express themselves by providing a unique insight into their job, tasks, or company contributes to their happiness and success. Participants R1, R4, R5, and R7 claim that managers should listen to subordinates' ideas and promote an open discussion on how the job should be done. In their research, Chuang, T., and Hsieh (2009) discovered that good communication from supervisors about expectations and feedback on work performance significantly impacted job satisfaction.

"A manager should be receptive to new ideas and creativity from workers, in addition to boosting employee performance. Employees should be able to express their goals for team development openly, and managers should listen to employee suggestions. Many businesses have developed due to allowing their workers to showcase their talents and encouraging fresh ideas from everyone on the team. A manager should not force his or her point of view in every situation." R1

"Job satisfaction is attained by a management style that fosters or assists in developing a sense of belonging. The manager's role is to foster an environment where employees feel involved in decision-making and process development. The manager's priority must be to fulfill the employee's demand for financial security. That is, determine whether the employee's benefits suit his or her needs" R4

"Communication is critical for the success of any company, as well as for the happiness of its workers. Management should state their expectations of workers openly, and employees should be free to express their opinions without fear of retaliation from management. This two-way communication improves the team's environment and makes agents more satisfied at work. I also consider communication to be an important aspect of business because we had some issues in our company where the project we were working on closed, but the employees only found out about it suddenly, creating a panic atmosphere. We thought we were going to lose our jobs only to find out later that we were going to be transferred to other projects, albeit temporarily. Can you imagine losing your job during this epidemic or working but just temporarily? It makes me reconsider what I should do next to protect my career." R5

"As a manager, I employ a leadership style that motivates and inspires others, particularly the agents, and as a result, I encourage them to express themselves freely during our meeting breaks and take their suggestions into account. In my opinion, the leader's role should be to help subordinates develop their skills while also providing new ways for the company to achieve its goals. Innovative techniques should come from the top down then from the bottom up. As a manager, I do all I can to encourage my agents to be as creative as possible. This leadership style is well-liked and appreciated by my team members." R7

4.3 Theme 3 Trust and respect

Our findings show that trust and respect are critical components of every business, and every manager should trust and respect their employees to create an excellent corporate culture. Respectful behavior results in job satisfaction. Spector (1997) showed in his study that people must be treated with respect and that job satisfaction is, to some extent, a reflection of good treatment. Trust drives success, and successful people are happy in their employment (R2, R3, and R4). These facets are essential for a transformational leadership style.

"As a manager, I always prioritize my subordinates' interests above all else since their success is also mine. I believe that all of my agents like this behavior, and I can see from their performance that they are satisfied with their jobs." R2

"I am only satisfied at work when my managers appreciate me as a person and what I do. Some managers may look down on an agent because of the color of his skin since they believe he will not perform the job as well as white agents. As Black, we sometimes face this. So, when respect and trust are present, I will, of course, do my work to perfection. I also appreciate businesses where the management offers online training for skill development since, why not, I want to be a team leader in the future." R3

"Respect and trust, in my opinion, are the most important qualities that managers should possess if they wish to motivate their workers effectively. Back in 2016, I worked at a business where the management treated us with contempt. They were always threatening and shaming us anytime we made a mistake, rather than assisting the team in improving. Only the company's benefit matters to them. Many of us chose to quit that business after seeing how little we were regarded. But that is not the case at our present business, where there is a high level of respect and confidence. I believe that any business should only choose agents that appreciate their workers for what they do and believe in their capacity to perform their job." R4

4.4 Theme 4 Delegation and employee's empowerment

We have also found in our investigation that delegation or employees empowerment contributes to job satisfaction. Leaders that delegate duties empower their workers to do them in their manner. By doing so, they provide their employees the flexibility to do a task without excessive intervention. This assumption is confirmed by the participants R1, R2, R6, R8.

"I like delegating since it allows agents to train for potential higher-level roles. Managers should delegate part of their duties to team members, and the business should encourage this. We do not work simply to become permanent agents. Everyone wants to advance in their career; therefore, when a manager delegates, he or she allows workers to be more engaged in team activities and allows them to demonstrate their management skills. In other words, they must empower workers." R1

"To begin, managers must assign part of their responsibilities to some employees to assist them to become familiar with some management tasks. Delegation empowers workers by giving them direct responsibilities in the business or team decision-making. Moreover, a manager cannot do everything alone; we need workers, particularly those who have performed well, to help us improve the training and work process. That is why, whenever I am recruited as a manager, I make every effort to have at least two workers as Subject Master Experts to assist the team members in understanding the project process and improving the team performance." R2

"The manager's role is not only about blaming employees when they make mistakes but mainly collaborating with them to determine the underlying cause of errors to facilitate each employee's improvement. When escalations occur, a manager should take appropriate measures to correct employees and assist them in improving. As a leader, I am there to assist employees rather than complicate their lives. In doing so, employees enjoy their job." R6

"The manager should assist the business in achieving its objectives by ensuring that its employees adhere to its policies and culture. He must also support the employees anytime they need help in completing their duties. He should reward those who have distinguished themselves and motivate those who have fallen short of improving their performance." R8

4.5 Theme 5 Reward and Correction

According to the results of this research, rewards have a beneficial impact on job satisfaction. R6 and R8 corroborate this idea. This is backed by Herzberg's Motivation-Hygiene Theory (1959). In his research, he identified two variables that influence employees' job happiness: factors of satisfaction and dissatisfaction. He said that employee recognition or reward is essential for employee motivation and job satisfaction, among the positive aspects. Correction actions, on the other hand, have varied outcomes. Although some managers (R6, R8) believe that using corrective measures may motivate employees to obey work policies and become more productive, employee job satisfaction is not discovered from the agents' perspective (R1 and R5). This last premise is confirmed by some academics who believe that transactional leadership's utilization of this element has no impact on employee satisfaction (Bogler, 2001).

"Compensation, incentives, prizes, and other such as benefits make any agent happy, but they cannot be regarded as the only factors that contribute to employee satisfaction at work. After all, no one would remain with a business that pays well but treats its workers poorly, in my opinion. We all want to be part of a company that compensates and honors people who do well and treats them with dignity and love. I would rather work for a business that pays me an ordinary income but treats me well than for a company that gives me a high salary, but the management does not respect me in any way. Overall, every agent should be appreciated rather than regarded as if he/she was insignificant." R1

"My preference is for companies that provide competitive wages, and the salary has always been the first factor I consider when choosing where to work or which company to join. That isn't the only thing that makes me happy, though, since I am susceptible to things like attention, professional development, and respect, all of which I value more highly than monetary reward in my work life. However, while I am at work, I strive to be among the top performers to receive incentives and, more importantly, to position myself for future promotion since businesses only reward and promote workers who perform well." R5

"A manager must establish an environment in which top performers are honored, and poor performers are helped in improving their performance. When employees do well, I suggest that they be recognized, and those who perform poorly should be helped in improving their performance by undergoing process training. Even though I am a manager, I am still an employee, and as such, I cannot hide poor performance from employees in order to please them. Instead, I do my part and leave the rest to the company, especially when identifying and punishing poor performers. I just need to ensure that I help them, and the final decision is only made as a consequence of the employee's failure to improve his or her own

performance after I have done all I can to aid him or her. Individuals who are rewarded are happy, and those who are not rewarded may not be satisfied despite management efforts, so whether an employee is happy in this circumstance may be something outside managerial control, as long as what I did was for the good of both the employee and the company.” R6

“It all depends on the situation. I generally try my best to assist workers in meeting their job requirements, but I always prioritize the outcome of each individual. Typically, business outsourcing industries operate for existing clients that demand high productivity and effectiveness from us. As a result, depending on the circumstance, I use several leadership styles. If an employee continues to fail, I will take appropriate remedial action to solve the problem, and the business will reward those who succeed.” R8

- From the above responses, the majority of respondents mentioned that they are satisfied with their job when managers:
- Help employees develop their strengths (R1, R2, R3, and R7)
- Listen to them and allow them to express their ideas (R1, R4, R5, R7)
- Respect, trust the subordinates (R2, R3, R4)
- Delegate duties and empower them (R1, R2, R6, R8)
- Provide them rewards in exchange for their performance (R1, R5, R6, R8)

Framework 1. This diagram illustrates what factors contribute to employee job satisfaction when proper leadership styles are used.



Research question 2: What type of leadership style do you live and practice in your company?

Based on these fundamental statements, we have discovered that both employees and managers favor two leadership styles: transformational and transactional, which appear to influence their job happiness. As a result of this, both transformational and transactional styles influence job satisfaction, with transformational leadership having the most significant impact because it consists of characteristics that both employees and managers value. Some remarks that give a personal viewpoint on practices are as follows:

“I am the kind of manager that strives for perfection, even if it is an unattainable objective, but I always exhibit a leadership style that encourages my employees to do better. I like being a role model for my team and an inspiration to the agents. This is not to say that I am without limitations; in fact, I have many; however, I view my limitations as strengths that will propel me to greater heights of achievement because the BPO industries are similar to agencies that work for specific

clients who are, for the most part, located abroad and want their outsourced services to perform well. As a consequence, I like helping my workers in taking that path while also giving them opportunities to exhibit their particular talents." R2

"I was part of a team where some members quit without being replaced. As a result, I was also performing employees' jobs. I was no longer using my leaves to demonstrate to my employees that if I, the leader, can perform this job, so can you. I provide an excellent example for my workers to follow for them to develop. I always assist them to improve their skills. However, I am rigorous in requiring employees to follow the rules and do their duties efficiently, but I do it respectfully. In my new multinational team, I make an effort to learn about each employee's culture. Living leadership involves a constant learning process." R6

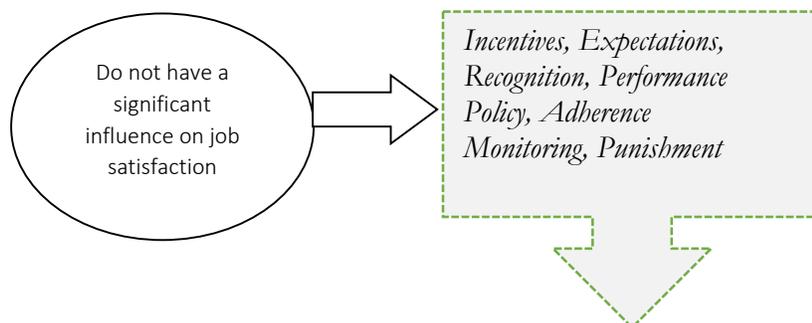
"As previously said, I do not use a single leadership style, but rather a combination of styles depending on the company circumstances. Overall, I like to promote open communication within the team I work with or across the company by enabling every employee to engage in team discussions regarding the process, performance, and work environment, among other things. I also like to delegate some of the responsibilities to some employees to improve team cohesion and process understanding. Moreover, if there is a pattern of subpar performance, I will not hesitate to take the necessary action to protect the employer's interests, who have entrusted me with this responsibility. My job is not just to help the employees but also to guarantee that they complete their duties. I reward those who performed excellently and gently urge those who do not do admirably to improve. R8

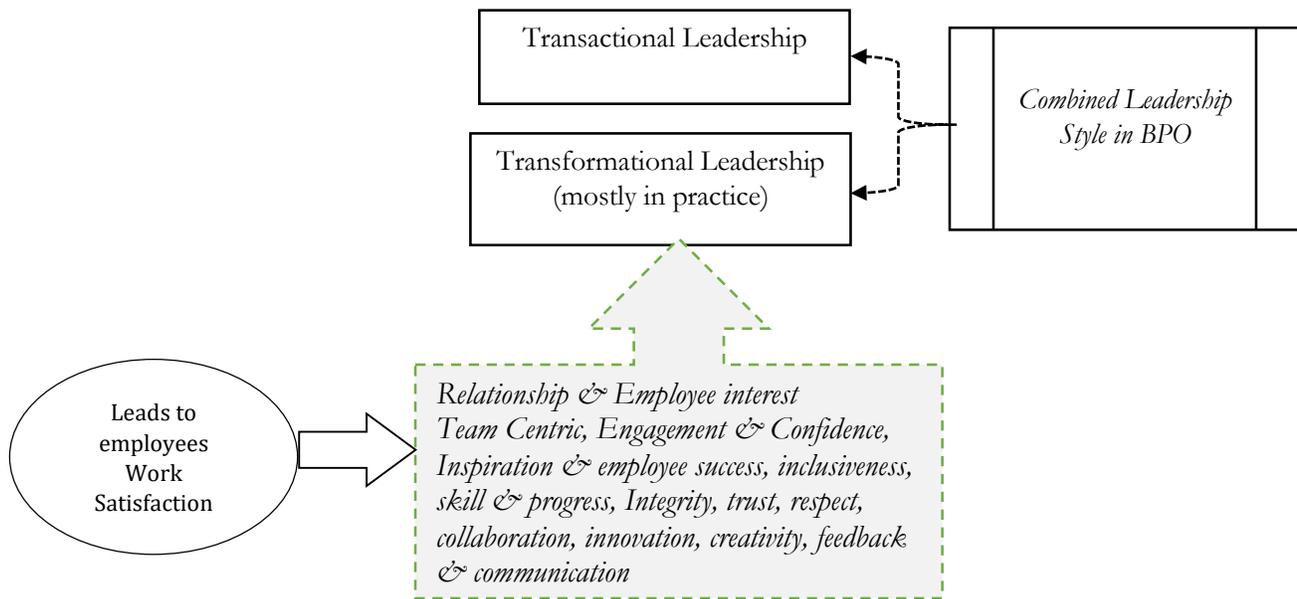
Managers assert in this question that they display a leadership style that:

- Inspire and help the employees improve their talents (R2, R6)
- Delegate and support innovative approaches from employees (R2, R8)
- Reward top performers and take corrective action for failures (R6, R8)

From these two questions, the study shows that employees only value rewards and recognition as a component of transactional leadership that leads to their satisfaction. Correction or punishment has no impact on job happiness, despite some respondent managers (R6 & R8) utilizing it to increase their workers' compliance with job standards. According to the findings of this study, laissez-faire leadership does not have an impact on work satisfaction. Managers who answered the survey questions did not demonstrate this kind of leadership

Framework 2. This diagram shows that both transformational and transactional leadership styles are practiced by supervisors and respected by workers, but transformational leadership is the most preferred since its components are highly valued by both employees and supervisors.





5. Conclusion

The purpose of this research is to examine the lived experiences of leadership styles, particularly their effect on employee job satisfaction. The investigation's findings clearly show that managers' leadership styles significantly affect workers' job happiness. Employees are happy when their leader develops their talents, communicates and encourage innovation, establishes trust and respect for people, delegates and empowers employees while recognizing top achievers, and politely corrects mistakes. According to the study framework, this behavior is exhibited by transformational and transactional leadership, with most respondents favoring the transformational leadership style. Leading with a transformational approach leads to employee work satisfaction. Corrective actions, a facet of transactional leadership, on the other hand, do not have a significant influence on job satisfaction. Laissez-faire leadership has not been found to affect job satisfaction in this research. Respondent managers do not display this type of leadership either. However, more research is needed to demonstrate the relationship between leadership styles and employee work satisfaction because what our respondents felt crucial to affect their job pleasure may not be the same for other employees.

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