

Impact of Women Leadership Behaviour on Employees' Job Satisfaction: An Empirical Study of Banking Sector of Jammu District of J&K

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Abstract

Leadership is a process in which leaders influence the behaviour of employees for achieving the individual goals as well as organisational goals. Organisational success in achieving its goals and objectives depends on the efficiency of leaders and their leadership attributes. The purpose of the present paper is to assess the impact of women leadership behaviour on employees' job satisfaction. 195 women executives working in public and private banks along with their 392 immediate employees were contacted in this study. Three personality traits of women leaders namely, communication, emotional intelligence, and self-sacrifice were found to have direct relationships with employees' satisfaction. The results showed that communication skills used by women leaders have a stronger impact on employees' job satisfaction. This implies that women leaders employ the full range of communication skills and resources to minimise interferences and to create & deliver messages that guide, motivate employees. To enhance satisfaction level of employees, women leaders working in banking sector should enrich their communication mechanisms in such a way that the sharing of expected behaviours among the employees and leaders could be enhanced as per their aspirations and organisational goals, for developing and maintaining work relationship harmony.

Keywords: Leadership, Job Satisfaction, Women Leaders, Emotional Intelligence

Introduction

Banking sector plays an indispensable role in accelerating the economic growth and development across all countries. The growth of the public and private banking sector and its contribution to income & employment generation are the indices of nation's progress. These sectors have provided a tremendous source of employment for many women in recent years, but its significance and representation within the service industry vary across different places almost in all countries of the world. Women are more sincere, emotional intelligent, bright, enthusiastic, and able to perform diverse roles in all business spheres. In the present era, women are attaining equal importance as men got in business world and are also sharing major positions in top level management of various service sectors. Thus, the service organisation is focussing on the distinct ways to engage and develop women leaders for performing higher roles and functions, which resulted in altering the socio-economic status of women. Women leadership in banking sector plays an important role in accelerating the progress of economy and has opened new doors of opportunity for women at various administrative levels. Leadership behaviour among women has significant impact on employees' job satisfaction and organisational commitment levels in various service sectors (Chen & Silverthorne, 2005). Women leadership behaviour comprising of communication, emotional intelligence,

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decision-making, and self-sacrificing potency may boost employees' satisfaction, work environment, trust & respect and avoid employees' absenteeism and turnover (Harris & Leberman, 2011).

Objectives of the Study

The objectives of the study are to:

- To examine the impact of women leadership behaviour on job satisfaction among bank employees.
- To recommend strategies for effective leadership behaviour among women working at senior positions in banking sector.

Review of Literature and Hypothesis Development

Leadership behaviour is defined as series of attitudes, characteristics and skills used by a manager in different situations in accordance with individual and organisational values (Mohammad & Hossein, 2006). Leadership behaviour among women has significant impact on employees' job satisfaction and organisational commitment levels in various service sectors (Chen & Silverthorne, 2005). Ali and Haider (2012) remarked that inter-personal communication is closely related to organisational factors that affect employees' satisfaction and their performance, which lead to overall better performance in organisations. Evans (2010) in his study informed that managers who communicate attentively to their subordinates are found to achieve better group decision making and increased job satisfaction among employees. Further, Giri and Kumar (2010) agreed that women scored higher in fields of communication skills,

active listening, motivation, and sensitivity to their co-workers' needs. Nelson and Cengiz (2005) identified that female leaders scored higher than male leaders regarding emotional & social intelligence, innovativeness, flexibility, and perseverance. They also suggested that women managers are found to be more emotionally intelligent to manage stress and conflicts among subordinates which led to job satisfaction.

Furthermore, Lyons and Schneider (2009) discussed that self-sacrificing attribute of women plays a vital role in fostering strong team spirit among team members. Oplatka (2006) in his study found that motivating ability and sacrificing attitude of women bank managers help subordinates to enhance their job performance which reduces stress and conflict. Moreover, emotional intelligence level and demographic variables significantly contribute to the entrepreneurial intention among women and bring distinct personality & motivational strengths to leadership. Decision-making power is identified as an important factor which influenced women leadership behaviour, service quality, and innovation (Kumarasinghe & Hoshino, 2010). Walumbwa and Hartnell (2011) in their study opined that decision taken by women leaders are consultative in nature which improves employees' job satisfaction and work environment, and minimises employee absenteeism and turnover. Per se, based on the aforesaid discussion we frame the following hypotheses.

H₁: Communication attribute significantly affects employees' job satisfaction.

H₁: Emotional intelligence attribute significantly affects employees' job satisfaction.

H₁: Self-sacrifice attribute significantly affects employees' job satisfaction.

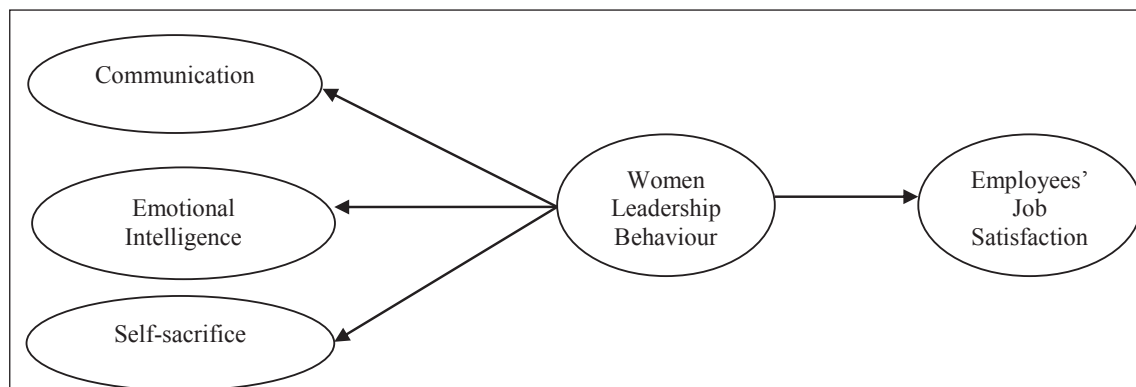


Fig. 1: Research Model

Research Context - Banking Sector

Women are half the world's population, receive one-tenth of the world's income, account for two-third of the world's working hours, but are the owners of only one hundred of the world's property. Women are at the heart of development process and participation of women in economic activities is essential not only for the individual development, but also for the prosperity of households as well as for the economy as a whole. The process of industrialisation, urbanisation, and increased educational & employment opportunities for women have brought drastic changes in the traditional attitudes and values of urban women in India. The number of talented women with a finance background joining the banking sector is increasing every year. Women constitute a little over 11% of the workforce in the finance & banking industry. According to the 2013 Catalyst census, among 500 women executive officers and top earners, women represented 17.6% of executives and 17.9% of the board of directors in the banking sector. In 2015, women represented 23.1% of all senior & managerial positions in public & private banks. Women executives like Chanda Kochhar (CEO, ICICI Bank), Naina Lal Kidwai (CEO, HSBC), Arundathi Bhattacharya (CMD, SBI), Shikha Sharma (CEO and MD, Axis Bank), Usha Ananthasubramanian (CEO, Punjab National Bank) are contributing a lot to banks' growth and development.

Research Design and Methodology

Sample Design & Data Collection

Primary and secondary sources were used to collect requisite information regarding women leadership behaviour and employees' job satisfaction. Primary data is collected from the 195 women leaders and their 392 immediate employees working in banking sector in Jammu province through self-developed questionnaire. Secondary information is gathered from digest of statistics, magazines & Internet, books and journals viz. Journal of Human Resources, International Journal of Business and Management, Journal of Business Research and Journal of Leadership & Organisational Studies, etc.

Generation of Scale Items and Data Collection Forms

Extensive literature has been reviewed to generate items pertaining to different dimensions of women leadership

behaviour viz., communication, emotional intelligence & self-sacrifice and employees' job satisfaction. Two sets of questionnaire, one for women leaders in banking sector and other for their immediate employees are framed to gather primary information. Each questionnaire is divided into two sections, one general and the other to elicit information about dimensions of women leadership behaviour and employees' job satisfaction. The data are collected on a five-point Likert scale (5<--1>) where 5 denotes strongly agree and 1 denotes strongly disagree. Suggestions are kept in open-ended form. The construct women leadership behaviour comprised three dimensions i.e., communication (12 items), emotional intelligence (7 items), self-sacrifice (5 items), along with employees' job satisfaction (15 items).

Data Analysis

Descriptive Statistics

Before analysing the data, the success rate for negative items are reversed. 15 outliers were identified and removed in order to make effective sample size. The threshold value for skewness is ± 1 whereas for kurtosis it is ± 3 (Kline, 1998). are also checked for normalcy of data. In case of women leaders, the values of skewness and kurtosis came to be 0.009 and -0.223. The values 0.272 (skewness) and -0.245 (kurtosis) in case of employees prove that data are found to be normally distributed. The data reduction and purification is done using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). These stages are discussed as under:

First Stage: Exploratory Factor Analysis Results

Communication

The scale consists of 12 items, which was reduced to 11 sub-divided under two factors. One round of purification is carried out in which one item got deleted due to low communality value (< 0.5). The KMO value (0.852) fulfils the required adequacy of data for factor analysis. Thus, EFA resulted into two factors namely, 'useful advice & assistance' and 'effective feedback'.

Emotional Intelligence

This measure contains seven items and it takes one round to complete where one factor is extracted with five items

having 75.339% variance explained. The KMO value and Cronbach's alpha value of this factor came to be 0.829 and 0.925 respectively. The communality and factor loadings value of respective items are within acceptable range.

Self-sacrifice

This measure contains five items and it takes two rounds to complete. One factor was extracted with all the only three items having 63.875% variance explained and KMO value came to be 0.537. It comprises items namely, 'Your leader is always ready to make sacrifices in order to provide you service (FL= 0.923 and communality= 0.853)', 'You respect your leader for their employee friendly behaviour (FL= 0.895 and communality= 0.801)', and 'Your leader never expects anything while solving your problems (FL= 0.513 and communality= 0.863)'. The Cronbach's alpha value of this factor came to be 0.795.

Second Stage: Confirmatory Factor Analysis Results

Communication

A second order CFA is performed on communication dimension which comprises two factors resulting from EFA i.e. 'useful advice & assistance' and 'effective feedback'. First factor comprises nine items and second factor consists of two items respectively. CFA using two factors produced good fitness i.e. CMIN/DF= 2.501, GFI= 0.967, AGFI= 0.985, CFI= 0.996, NFI= 0.988, and RMSEA= 0.043. The model is valid and reliable after deleting one factor namely, 'effective feedback' and five items of factor 'useful advice & assistance' respectively. Discriminant validity has been established by comparing AVE with the squared correlation values among the constructs (Table 1).

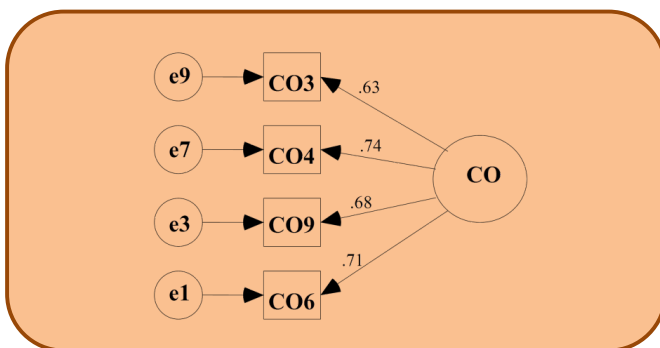


Fig 2: Measurement Model of Communication

Keywords: CO: Communication; CO3- CO6 are indicators and e1- e9 are error terms.

Emotional Intelligence

To assess the dimensionality of the emotional intelligence construct, a second order CFA based on the indicators and resulting factors is performed. This measurement model is of good fit as all the goodness of fit indices viz. GFI (0.950), AGFI (0.969), CFI (0.995), TLI (0.994), NFI (0.988), χ^2 (1.412), RMR (0.004), and RMSEA (0.022) are above the prescribed limits. The model is found to be valid and reliable after deleting one item. Discriminant validity has been computed by comparing AVE with the squared correlation values among the constructs (Table 1).

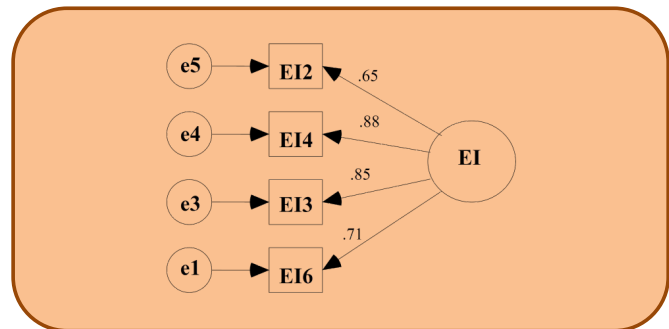


Fig. 3: Measurement Model of Emotional Intelligence

Keywords: EI: Emotional intelligence; EI2- EI6 are indicators and e1- e5 are error terms.

Self-sacrifice

Second order CFA is performed on self-sacrifice construct which comprises three items. Responses are measured using five point Likert scale and CFA model yields good model fit results as CMIN/DF= 1.411, GFI= 0.957, AGFI= 0.993, NFI= 0.969, CFI= 0.996, and RMSEA= 0.022. All regression weights are above 0.50, thus, it becomes clear that all measured variables significantly contribute to this construct. Squared correlation values among the constructs are compared with the AVE for establishing discriminant validity (Table 1).

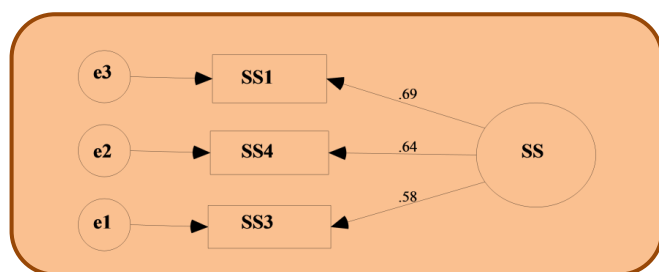


Fig. 4: Measurement Model of Self-sacrifice

Keywords: SS: Self-sacrifice; SS1- SS4 are indicators and e1- e3 are error terms.

Reliability and Validity

Reliability

Reliability signifies the degree to which a variable or a set of variables is consistent in what it is intended to measure. It is concluded that scale items are reliable, i.e. Cronbach alpha values for communication, emotional intelligence, self-sacrifice, and employees' job satisfaction are 0.952, 0.925, 0.696, and 0.916 respectively.

Composite Reliability

The value of composite reliability arrived for communication is 0.55, emotional intelligence is 0.67, self-sacrifice is 0.56, and employees' job satisfaction is 0.68.

Validity

Convergent Validity

Model has been proved to be valid as AVE came out to be within acceptable range. Furthermore, it is found that

each factor loading is greater than 0.50 which provides empirical evidence for the convergent validity of the scale.

Discriminant Validity

The AVE extracted of each construct is more than the squared correlation between the constructs which ultimately establishes the discriminant validity.

Hypotheses Testing

Relationship between Communication and Job Satisfaction among Employees

Leadership behaviour has been characterised in terms of executive traits, attitude, emotional intelligence, two way interaction, self-sacrifice, role clarity, etc. Shooshtarian and Amini (2012) in their study advocated that women leaders of the service firms generally provide an environment that promotes the interpersonal relationship which results in enhancing productivity, trust, and job satisfaction among employees. The model reflects the relationship between communication skills used by women leaders and job satisfaction among employees. The fit indices of the model show good results which is indicated by the values of χ^2/df , RMSEA, NFI, RFI, IFI, TLI, CFI which are recorded as 4.879, 0.065, 0.896, 0.860, 0.956, 0.943, 0.921 respectively. The SRW value of 0.87 indicates positive & significant relationship between communication and job satisfaction. Hence, the hypothesis 'Communication attribute significantly affects employees' job satisfaction' stands accepted. Similar to the study findings, Hidayat, Gayasuddin, and Muhammad (2013) and Mohammed *et al.* (2014) remarked that women leadership behaviour viz. communication and satisfaction of employees in their respective jobs significantly affects each other.

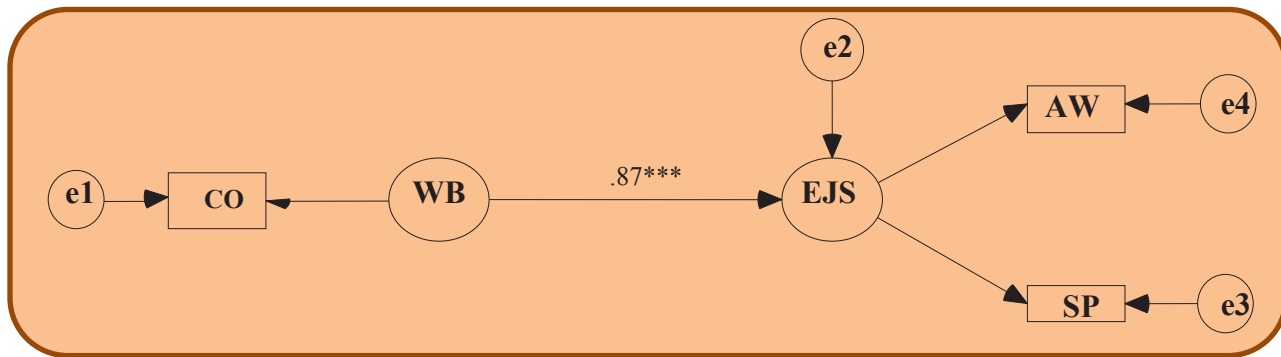


Fig. 5: Impact of Communication on Employees' Job Satisfaction

Keywords: WB (Women leadership behaviour), EJS (Employees' job satisfaction), CO (Communication), AW (Appreciation for work), and SP (Sense of pride) are observed variables and e1- e5 are error terms.

Relationship between Emotional Intelligence and Job Satisfaction among Employees

Women leaders play a pivot role to reduce conflict among employees. It is considered to be an important factor which influences the satisfaction level of the employees. Abi and Jijo (2012) found that women leaders with high emotional intelligence are efficient in developing

strategies that reduce conflict among employees and enhance their satisfaction at work place. The model which reflects the relationship between emotional intelligence and satisfaction among employees exhibits moderate fit indices as $X^2/df= 3.212$, NFI= 0.916, GFI= 0.984, AGFI= 0.957, CFI= 0.942, RMSEA= 0.056. Thus, the hypothesis 'Emotional intelligence attribute significantly affects employees' job satisfaction' is accepted.

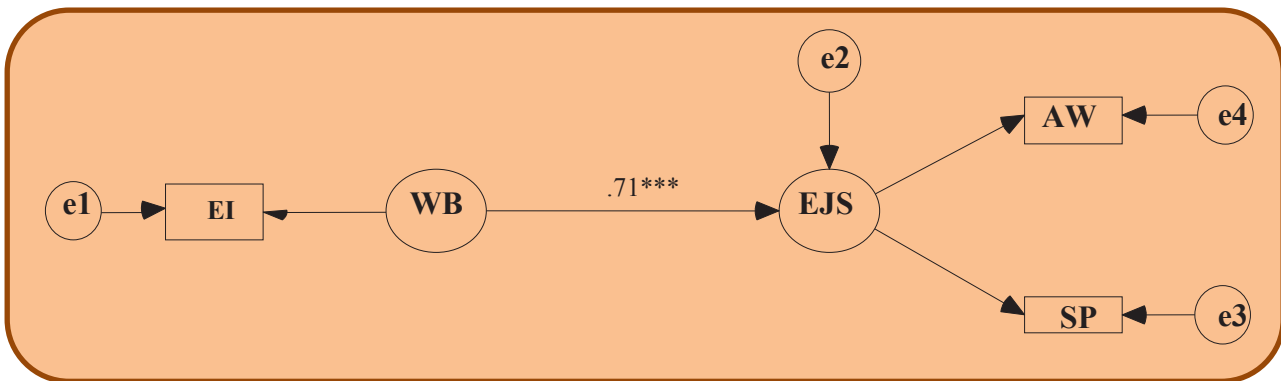


Fig. 6: Impact of Emotional Intelligence on Employees' Job Satisfaction

Keywords: WB (Women leadership behaviour), EJS (Employees' job satisfaction), EI (Emotional Intelligence), AW (Appreciation for work), and SP (Sense of pride) are observed variables and e1- e5 are error terms.

Relationship between Self-sacrifice and Job Satisfaction among Employees

The SEM model examined the relationship between self-sacrifice and employees' job satisfaction with fit indices $\chi^2/df= 4.794$, GFI=0.893, AGFI=0.922, NFI=0.975, CFI=

0.891, RMSEA=0.062. It provides a clear indication that women leadership behaviour namely, self-sacrifice significantly and positively affects job satisfaction among employees as the values of p-value ($p<0.05$) and SRW (0.66) are significant. Hence, the hypothesis 'Self-sacrifice attribute significantly affects employees' job satisfaction' stands accepted.

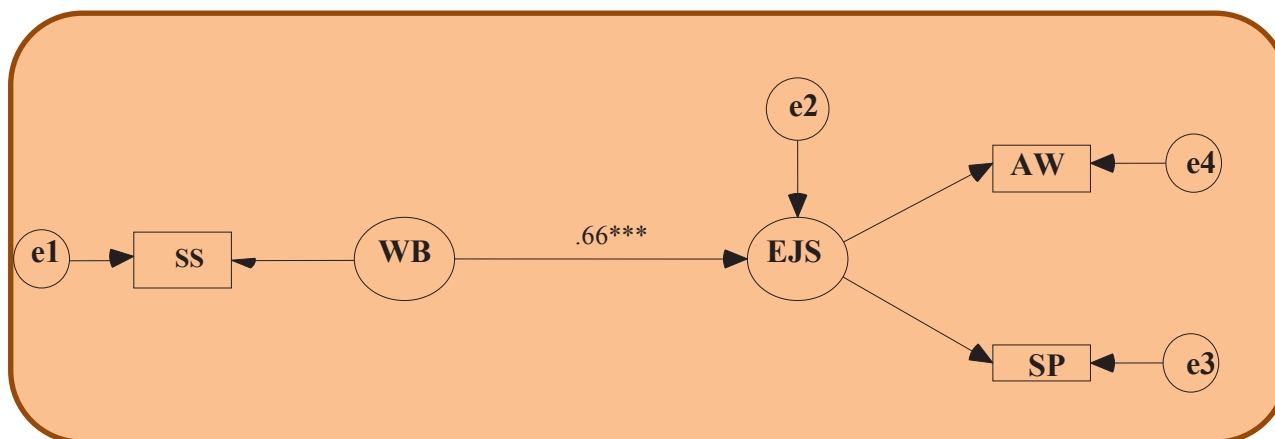


Fig. 7: Impact of Self-sacrifice on Employees' Job Satisfaction

Keywords: WB (Women leadership behaviour), EJS (Employees' job satisfaction), SS (Self-sacrifice), AW (Appreciation for work), and SP (Sense of pride) are observed variables and e1- e5 are error terms.

Discussion

The study highlights the role of women leaders in banking sector for building healthy leader member exchange relationship and enhancing employee satisfaction at work place. Employees working in public and private banks believe that their respective women leaders inform them about necessary policies & procedures (SRW= 0.74) and give useful advice & assistance for improving their job performance (SRW= 0.71). Further, they get timely feedback for their performance (M= 3.55) and appreciation for good work (M= 3.47). All this supports that effective communication results in enhancing trust among employees and ensures strong & cordial relationship of the women leaders with their employees. Employees working in banking sector reveal that women leaders have the capability to recognise their potential (M= 3.73) and put efforts to satisfy their needs (M= 3.39). Employees also reveal that women leaders show concern & empathy towards them (M= 3.38) as well as respect their emotions (M= 3.35). Employees of the banking sector agreed that women leaders are always available to solve their problems without favouritism (M= 4.13) and never expect anything in return (M= 4.01). Further, women leaders in service sector are always ready to make sacrifices in order to assist their employees (M= 3.85). Thus, it is concluded that the inbuilt peculiarities of the women leaders like, communication, decision-making ability, emotional intelligence, and self-sacrifice help to counsel their subordinates to furnish better performance which results in enhancing their job satisfaction level.

Practical Implications for Banking Sector

The first and foremost implication for the banking sector derived from our research findings is that women leaders of the public and private banks should enrich their communication mechanisms in such a way that the sharing of expected behaviours among the employees and leaders could be enhanced as per their aspirations and organisational goals, for developing and maintaining work relationship harmony. Further, informal communication channels along with formal communication channels should be encouraged which eliminate miscommunication and misunderstanding among the employees and their respective woman leaders in productive team pursuits. Women leaders in banking sector should be more cooperative at their work place and should stand by its employees even to the level of defence in case of conflicting situations. Lastly, it is suggested that women leaders should recognise and appreciate good works of their subordinates to motivate and stimulate them to perform better.

Limitation and Future Research

The sample of the study is drawn only from one service sector namely, banking, thus, the study needs to be replicated for other service sectors too. Comparative study between public and private banks can be undertaken in future studies. The study is based on feminine leadership analysis and the same study could be simulated with

masculine leadership analysis perspective. Further, the study is confined to three women leadership attributes only. Future studies could be conducted using other leadership attributes of women i.e. decision-making, motivational ability, attitude etc. and their impact on organisational performance.

Table 1: Reliability and Validity of Latent Constructs

Constructs	CR	AVE
Communication (CO)	0.9393	0.556
Emotional intelligence (EI)	0.89	0.67
Self-sacrifice (SS)	0.69	0.56
Employees' job satisfaction (EJS)	0.89	0.68

Table 2: Discriminant Validity and Correlation Analysis of Latent Constructs

Constructs (AVE)	CO	EI	SS	EJS
Communication (CO)	0.553	0.06		
Emotional intelligence (EI)	.025 .157*	0.67		
Self-sacrifice (SS)	.033** .183	.586 .766**	0.56	
Employees' job satisfaction (EJS)	.024* .157	.352 .594**	.166 .408**	0.68

Table 3: Results of Hypotheses Testing

S. No.	Hypotheses	P-value	Result
1.	Communication attribute significantly affects employees' job satisfaction.	>0.05	Accepted
2.	Emotional intelligence attribute significantly affects employees' job satisfaction.	>0.05	Accepted
3.	Self-sacrifice significantly affects employees' job satisfaction.	>0.05	Accepted

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