

An Empirical Study about the Leadership Styles and Job Satisfaction Pertaining to the Gramin Dak Sevaks of the Department of Posts Working at Raichur District in Karnataka

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Abstract

The Department of Posts, now christened as 'India Post' is the largest postal network in the world. The paramount feature of India Post is that most of its post offices and personnel are rendering selfless service in the remote rural areas of the country. The personnel in-charge of the village post offices are known as Gramin Dak Sevaks (GDS) who constitute the majority workforce of the Department. Thus in the present changing world, the Department has to govern these GDS who are pivotal in implementing the programs of the Government. The present study has been undertaken in Raichur district of Karnataka. The objectives of the study are to find out the relationship between transactional and transformational styles of leadership and the Job satisfaction of the GDS. A total of 100 GDS who were selected through purposive sampling method were administered the questionnaire that contained 21 statements overall. Out of the 21 statements, seven statements each were related to job satisfaction, transactional style and transformational styles of leadership. Simple percentage method was used to analyse the secondary data. Karl Pearson's Correlation test was used to test the hypotheses. On analysis of hypotheses, it was found that both transactional as well as transformational styles of leadership had a positive impact on the job satisfaction of the respondents. However, transformational style of leadership was more significant (p value 0.000) when compared with transactional style of leadership whose p value was 0.166. As such, the department should continue to follow the transformational style of leadership to govern the GDS.

Keywords: Job Satisfaction, Transactional Style of Leadership, Transformational Style of Leadership, Gramin Dak Sevaks, India Post

Introduction

The Department of Posts prides itself of being one of the oldest departments under the Government of India. It has over 1.5 lakh post offices that makes it the largest postal network in the world. In 1727, the first post office was started at Kolkata by the then British who were ruling India. Later on, according to the convenience, three more post offices were established by the British at Kolkata, Madras and Bombay. Later on, the British also passed the Indian Post Office Act of 1837 that was subsequently amended in the years 1854 and 1898. The Department of Posts also boasts of being the first country in Asia to issue an adhesive postage stamp that was issued in the year 1852. With changing times, the department has also tried to reinvent itself. It has understood the needs of the customers and has been continuously changing itself to meet the demands of the new age customers. Not only did it change its name from 'Department of Posts' to 'India Post', it has also modified its logo and has ventured into providing more competitive services. Apart from the traditional services like receipt and delivery of mail and money orders, it has started pure financial services, insurance services, banking services, agency for implementing the social security schemes of the government, etc. Like banks, it has also started to use the state of the art technology in all its services.

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As on 31st March 2022, the total number of post offices in India stood at 1,59,251. Out of these, 1,34,141 operate in rural areas. Also, out of 4,03,678 employees working in the Department of Posts as on 31st March 2023, 1,67,065 (41.38%) were departmental employees (permanent employees) and the remaining 2,36,613 (58.62%) were Gramin Dak Sevaks (GDS). GDS are the workers of the Department of Posts who are in charge of the rural post offices known as GDS Branch Offices (GDSBOs) that are commonly known as Branch Offices. They are the last line workers in the hierarchy of the Department of Posts. Thus it becomes essential to study the effectiveness of leadership styles on the job satisfaction of these GDS who form the majority of work force in the Department of Posts. These GDS are not permanent employees of the Department of Posts. Their appointment is contractual in nature. This paper examines the influence of two styles of Leadership namely transactional style and transformational style on the job satisfaction of the GDS of Raichur District of Karnataka.

Though there are various types of classifying the leadership styles, the most important ones are the transactional type and transformational type. Transactional leaders are those leaders who motivate the subordinates working under them to achieve their targets through a mechanism known as 'exchange process'. In this mechanism of 'exchange process', the Carrot and Stick method is strictly followed meaning that those subordinates who accomplish the targets are rewarded while those subordinates who fail to achieve their targets are punished. The Carrot here represents the reward, while the stick represents the punishment.

The term 'Transformational leadership' was introduced by James V. Downton in the year 1973. Later, James Burns and Bernard M. Bass expanded the meaning of this term. Transformational leadership consists of four terms (commonly referred to as 4 I's) namely, intellectual stimulation, individual consideration, inspirational motivation and idealised influence. Thus, a transformational leader can stimulate his subordinates intellectually, has individual consideration, is an inspirational motivator and has an effect of an idealised influence on his subordinates to achieve their goals. A transformational leaders follows a holistic method of approach.

The term 'Job Satisfaction' means satisfaction derived by performing the regular work in which a person is engaged. In this article, job satisfaction is the satisfaction that a GDS derives while performing their work in their place of duty.

Review of Literature

Bhatti et al. (2012). In their article titled 'The impact of autocratic and democratic leadership style on job satisfaction' investigated the impact of democratic and autocratic styles of leadership on job satisfaction. The sampling frame for their study was private and public schools. Their total sample size was 205 which included 105 from public school and 100 from private school. The data was collected through questionnaire. The statistical tests used were t test, ANOVA, correlation and regression. The authors concluded that democratic leadership style had a positive impact on the job satisfaction. Also, it was found that the level of job satisfaction of public teachers was high when compared with private teachers.

Ali, Sidow and Guleid (2013) in their article titled 'Leadership styles and job satisfaction: Empirical evidence from Mogadishu universities', conducted an investigation to examine the relationship between leadership styles and job satisfaction. For this purpose, they selected instructors who were working in three universities in Mogadishu, Somalia. The total instructors selected for their study was 60. The researchers adopted census method of collecting data instead of Sample method as the total number of instructors working in the selected Universities was small. The data was collected through a well-structured questionnaire. The results of their study showed that there was a significant relationship between transformational leadership and job satisfaction and an insignificant leadership between transactional leadership and job satisfaction.

Sakiru (2013) investigated the relationship between the styles of leadership and its impact on the job satisfaction of employees who were working in small and medium enterprises in Nigeria. The sample size of their research was 115 that was selected through the method of simple random sampling. Their study concluded that the style of transformational leadership was the most used by the leaders in the small and medium enterprises in Nigeria. The

authors concluded that the transformational leadership style needs to be continued in the said industries.

Saleem (2015) aimed to investigate the impact of styles of leadership and job satisfaction and also to find out if perceived organisational politics had a mediating role or did not have a mediating role. He used the descriptive research design for his study. The method of sampling used was convenience sampling. His finding stated that transformational style of leadership had a positive impact on job satisfaction. His findings also revealed that organisational politics partially mediated the relationship between leadership style and job satisfaction.

Sarwar et al. (2015) conducted a study to examine the impact of the transactional and transformational leadership styles on the employees and managers in the IT research and development department of three major cities of Pakistan. As the IT sector had contributed significantly to the development of the country, they say that it was essential to study the impact of styles of leadership in this sector. They concluded that though both transactional as well as transformational styles of leadership had a significant impact on the respondents. Between the two, they say that the former style of leadership had a greater impact than the later style and suggested that both of these should be used according to the situation.

Alonderiene (2016) conducted a study to investigate the impact of leadership styles on the job satisfaction of faculty in higher education institutions in Lithuania. The sampling frame was private and public universities of Lithuania. The sample size of their study was 72. They concluded that when compared with autocratic style of leadership, the democratic style was more effective. Their study also revealed that supervisors, through their leadership styles had the ability to increase the satisfaction levels of their subordinates.

Asghar and Oino (2018) in their article titled 'Leadership styles and Job satisfaction', conducted a study to examine the effect of transformational and transactional leadership styles on job satisfaction among the employees in selected retail outlets of Slough, United Kingdom. The sample size for this study was 270. The authors concluded that though the compensation in the retail sector was low, yet, the employees experienced high levels of job satisfaction due to transformational leadership style that

was followed by the employers. They also concluded that transactional leadership style had an insignificant effect on the Job satisfaction of the respondents. The authors finally conclude that the transformational leadership style was more effective when compared to transactional leadership style.

Nazim and Mahmood (2018) conducted a study to find out the relationship between leadership styles of principals and job satisfaction of public college teachers. The sample unit for their study was public college teachers in the public degree colleges of Punjab. The total population (universe) was 2150 teachers working in 439 colleges. They selected 10% of the universe, that is 215 as the sample for their study. They also gave equal proportion for both the genders. Two questionnaires were used to collect the data. The statistical tests used to analyze the data were Pearson's correlation test and t test. The results showed that there is a significant relationship between transformational leadership style job satisfaction. With regard to job satisfaction, the authors concluded that female teachers were more satisfied than male teachers.

Specchia et al. (2021) conducted a study that aimed at identification and analysis of the knowledge pertaining to the relationship between leadership styles and job satisfaction of the nurses. Their study was purely based on secondary data. For their study, they selected 12 previous studies and conducted an in-depth analysis. They concluded that majority of the studies had found a positive correlation between transformational leadership and job satisfaction of the nurses. On the contrary, transactional and Laissez-faire styles had a negative correlation with job satisfaction. They suggest that the leaders, apart from providing professional and technical competencies, should also improve the morale and job satisfaction of the staff.

Need for the Study

The Department of Posts is still the lifeline when it comes to the services provided to rural areas. In India it is the only agency that covers the remotest parts of the country. At Hikkim, the department boasts of having the highest post office in the world. Also, the department does not want to be left behind in adopting the latest technology and survive in the competitive world post the advent of

internet. The GDS who are the ground level workers of the department need to adopt to the latest technology and move forward in implementing the policies of the Government. Though they are not the permanent employees of the department, yet, they form the largest personnel of the Department of Posts and an able leadership style can take them in the right direction. Hence it is important to study the relationship between the styles of leadership on their job satisfaction.

Objectives of the Study

- To study the demographic profile of the respondents.
- To study the relationship between transactional leadership and job satisfaction of the respondents.
- To study the relationship between the transformational leadership and job satisfaction of the respondents.

Hypotheses of the Study

The hypotheses of the present study are as under:

H_{01} : There is no significant relationship between the transactional style of leadership and job satisfaction of the respondents.

H_{02} : There is no significant relationship between the transformational style of leadership and job satisfaction of the respondents.

Methodology

Type of Study

The present study is an Empirical study.

Study Area

The present study is undertaken to know the leadership styles and its relationship with job satisfaction of the

selected GDS working in Raichur district of Karnataka. There are a total of 387 GDS working in Raichur district of Karnataka.

Data Type and Sources

The data includes both primary data as well as secondary data. Primary data has been collected through questionnaire administered to the respondents. The primary data consists of a total of 21 statements. In these 21 statements, seven statements each have been assigned to Job satisfaction, transactional leadership and transformational leadership. The Likert scale has been used in the statements. The secondary data has been collected from RTI, the relevant websites, articles, journals and annual reports of the Department of Posts.

Geographical Area

The present study focuses on the GDS working in Raichur district of Karnataka. Raichur is one of the northernmost districts of Karnataka and comes under the category of 'Hyderabad-Karnataka' or 'Kalyana Karnataka' districts. It is a district bordering Telangana.

Sample Design (Size and Method)

A total of 100 respondents were selected for the study. There are a total of 387 GDS working in Raichur district of Karnataka. The method of sampling used was purposive sampling. Among the total sample of 100, 50 were male and 50 were female.

Data Analysis Tools and Techniques

For secondary data and demographic profile, simple percentage method was used. The responses were obtained from the respondents on a 5 point Likert scale and were analysed further. For hypothesis testing, Pearson's correlation was used.

Analysis

Demographic Features

Table 1: Demographic Features

Particulars			Total
Gender	Male	50	
	Female	50	100
Age (Years)	Less than 40	48	
	41-50	41	
	More than 50	11	100
Education Level	SSLC	84	
	Graduate	13	
	Post Graduate	03	100
Length of Service (Years)	Upto 20 years	48	
	Above 20 years	52	100
Marital Status	Married	72	
	Unmarried	28	100

The data in Table 1 reveals the demographic features of the respondents.

Reliability of the Statements

Based on literature review, 21 statements were administered to the respondents. Of the total 21 statements, seven statements each were related to job satisfaction, transformational leadership and transactional leadership. Before proceeding further, the reliability of the data was checked using Cronbach's Alpha measure. The reliability statistics and the item total statistics are presented below:

Table 2: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	No. of Items
.777	21

Cronbach's alpha statistic is 0.777. This comes under the 'Acceptable' category of the standards.

Table 3: Cronbach Alpha (Item-Total Statistics)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Statements Related to
I feel secured in my present job.	48.18	91.422	.359	.768	Job satisfaction
I feel I have a fair chance for getting Promotion.	48.20	91.374	.363	.768	Job satisfaction
I am satisfied with the salary I am getting.	47.85	82.169	.721	.742	Job satisfaction
I am satisfied with my working hours.	48.12	92.107	.304	.771	Job satisfaction
I am satisfied with the Retirement benefits of the Department.	47.79	81.683	.758	.740	Job satisfaction
I am satisfied with the leave facilities of the Department.	47.73	83.007	.683	.745	Job satisfaction
I am satisfied working with my fellow co-workers.	47.65	83.664	.612	.749	Job satisfaction
My Supervisor helps me to become a good team player.	48.08	85.185	.664	.749	Transformational Leadership
My Supervisor inspires me with his/her future plans.	48.07	85.096	.658	.749	Transformational Leadership
My Supervisor leads by example.	48.07	85.096	.658	.749	Transformational Leadership

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Statements Related to
My Supervisor communicates with me about his values and beliefs.	48.10	85.020	.673	.748	Transformational Leadership
My Supervisor is a good facilitator.	48.06	88.946	.448	.762	Transformational Leadership
My Supervisor considers my personal feelings.	48.01	82.091	.721	.742	Transformational Leadership
My Supervisor communicates freely with me.	48.03	91.444	.298	.771	Transformational Leadership
I am afraid of failure because my Supervisor punishes those who dont achieve their targets.	45.93	104.409	-.303	.808	Transactional Leadership
My Supervisor seldom encourages subordinates to give suggestions.	47.50	107.242	-.315	.834	Transactional Leadership
My Supervisor tells me what I should do to get rewarded for my work.	48.11	91.412	.322	.770	Transactional Leadership
I am afraid to speak with my Supervisor.	47.28	94.830	.181	.777	Transactional Leadership
My Supervisor is a teacher.	46.65	102.290	-.242	.798	Transactional Leadership
My Supervisor will never settle for second best performance.	47.29	94.955	.173	.777	Transactional Leadership
My Supervisor tells me the targets allotted to me and expects me to acheive them.	47.30	96.636	.009	.793	Transactional Leadership

Hypotheses Testing

H_{01} : There is no significant relationship between the transactional style of leadership and job satisfaction of the respondents.

To test the above hypothesis, Karl Pearson's correlation test has been used. It is presented in the following table:

Table 4: Relationship between Transactional Leadership Style and Job Satisfaction

Correlations			
		Job Satisfaction	Transactional Style
Job Satisfaction	Pearson Correlation	1	.140
	Sig. (2-tailed)		.166
	N	100	100
Transactional Style	Pearson Correlation	.140	1
	Sig. (2-tailed)	.166	
	N	100	100

The significance value (p value) is 0.166 which is more than the standard value of 0.01. Hence the null hypothesis is accepted. Thus it can be concluded that there is no significant relationship between the transactional style of leadership and job satisfaction of the respondents.

H_{02} : There is no significant relationship between the transformational style of leadership and job satisfaction of the respondents.

To test the above hypothesis, Karl Pearson’s correlation test has been used. It is presented in the following table:

Table 5: Relationship between Transformational Leadership Style and Job Satisfaction

Correlations			
		Job Satisfaction	Transformational Style
Job Satisfaction	Pearson Correlation	1	.576**
	Sig. (2-tailed)		.000
	N	100	100
Transformational Style	Pearson Correlation	.576**	1
	Sig. (2-tailed)	.000	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

The significance value (p value) is 0.000 which is less than the standard value of 0.01. Hence the Null hypothesis is rejected. Thus it can be concluded that there is a significant relationship between the transformational style of leadership and job satisfaction of the respondents. The correlation value is also positive (0.576).

Conclusion

The Department of Posts is making a conscious attempt to be relevant in the present world, despite facing stiff competition from couriers and banks. The advent of internet and the LPG policy has made the department of completely revamp its operations. In order to carve a space for itself in this ever changing environment, the effect of leadership style on the job satisfaction of the GDS plays a vital role. These GDS constitute the majority of the workforce of the department and are the ground level workers of the department. Hence, it is essential to govern them with a type of leadership style that provides them a sense of belongingness and rejuvenates them to perform better. In this study, it has been found that the transformational style of leadership has a significant impact on the job satisfaction of the selected GDS. Though both transformational style of leadership as well as transactional style of leadership has shown positive values towards job satisfaction, it is the transformational style of leadership that has a significant relationship with the job satisfaction of the selected respondents. Hence, the

department should try to implement the transformational style of leadership to govern the GDS.

Limitations and Future Recommendations

The present study has taken into account only two types of leadership styles, namely, transactional and transformational. It has not taken into consideration the other forms of leadership styles. Also, the study has been conducted only in the district of Raichur of Karnataka. Therefore, the scope of the results of the study is limited only to one district of Karnataka. Further studies can be carried out in other districts of Karnataka and also in other states of India and the results can be compared. Further studies can also be carried out in respect of pros and cons that would arise on making the GDS the permanent employees of the department and subsequently granting of civil servant status under the Constitution of India.

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