



IMPACTS OF LEADERSHIP STYLES ON EMPLOYEES JOB SATISFACTION

Elmurodov Ulugbek Yusup og'li

Teacher at Samarkand State University, The department of Psychology

elmurodovulugbek32@gmail.com

Abstract

This article focuses on the essence of leadership skills for leaders and discusses key features of this ability. Initially, this article defines the meaning of leader along with leadership ability as well as discusses its importance. Secondly, it provides full insight on key features and characteristics of leadership skills. The next section looks at why workplace leadership is important and how bosses can improve their leadership abilities. Finally, it summarizes its impacts on employees' productivity and their performance.

Keywords: leadership skill, management, employees, subordinates, leader.

Introduction

A team leader has a variety of features and characteristics that motivate team members to follow him and her. Team leaders are born with specific characteristics, such as compassion and honesty, or they develop leadership skills through formal education and experience. Effective leadership may create trust in the team and help to the department's success through increased team productivity. The leader is a person who clearly defines goals and explains objectives so that everyone on the team is aware of the ultimate goal they are working. They also set and enforce deadlines to keep the team on track and moving forward. One of the main characteristics of leader is to check on each team member's development and assist them to deal with problems before they become major issues. A good leader realizes his or her team's skills and abilities and can assign those tasks properly. A leader also encourages team members to communicate and establish good relationships so that they may collaborate effectively and learn from one another. Additionally, a leader also knows how to inspire and urge his or her team members to accomplish their best work. Assumes responsibility for making decisions. When the team is unable to choose between several options, a leader steps in and makes a decision on behalf of the entire group, ensuring that work does not suffer. Simultaneously, they are in charge for their actions and do not place blame on their team members when something goes wrong, instead working to resolve the issue. Leadership abilities can be developed at any level, regardless of title. They're valuable qualities to have because a competent leader can bring out the best in his or her team members and push them to cooperate towards a common goal. To avoid delays, a strong leader is also organized and keeps the team on track and motivated.

What is Leadership Skills?

As above mentioned, leaders or managers possess a number of qualities in order to rule companies effectively as well as to encourage his/her employees. One of the crucial traits for managers is leadership



or management skill. Avolio (1997) emphasized that the success of an organization depends on how well the manager knows his or her job performance. An established organization can fail as a result of mismanagement. The main reason for this is not the wrong idea, but the wrong management. If there is a good manager in the management from the beginning, the activity of the organization will be successful. Baron (1986) believes that management activity reflects the implementation of planning, forecasting, directing, decision-making, management and other defined management functions according to its composition. This system is specific to all management activities, and the purpose of management activities is to ensure the effective operation of the established organizational system. This socio-technical system has "technological" and "human" components. Therefore, the activities of the manager cover the main aspects related to the provision of the technological process and the organization of interpersonal relationships. Dhar (2009) states that management methods lead to productive work, and divides all management methods into three groups: administrative (related to changes in working conditions of employees); economic (related to changes in the employee compensation package); socio-psychological (related to the development of value orientation of employees and changing their social status in the organization). According to Ferris (1989) every leader tries to meet employees' needs, to develop good relationship between workers, and to increase the success of organization in the management process. A successful leader is able to overcome work-related issues, sets goals, and selects an appropriate leadership style. Baron (1986) conducted a study to investigate leadership qualities and identified the characteristics that are more specific to leaders: intelligence, striving for knowledge, reliability, responsibility, activism, social participation. Successful leaders have demonstrated different personalities in different situations. A person will not only become a leader by mastering certain leadership qualities, but also the demonstration of leadership will also depend on the situation. As Bass (1993) noted, if a leader is able to lead employees, employees will respect and appreciate him/her. Beyond that, the leader is an example of their behavior and professional values, effectively influences the socio-psychological environment of the team and the ethical norms of employee behavior. He identifies the following as key characteristics for the development of potential leadership:

- to provide employees with information by managers which means that leaders should always support them to held events that gives an opportunity to communicate with them.
- manager's ability to motivate and punish employees. If a director lacks these capabilities, leadership capacity is also limited. At the same time, the best use of this opportunity will be a key factor in the formation of potential leadership capacity.
- the ability to solve organizational and social, and in some cases personal problems and difficulties: it refers to a leader who cannot support bodies in a difficult situation cannot be a leader.
- the presence of socially oriented aspects and program in the activities of the leader: the formation of the leader as a effective leader is influenced not only by the implementation of the "leadership act", but also by the excellent performance of these actions. This aspect is implemented in social programs.

Ammon's (1993) concept of leadership ability is systematically based as a set of natural, social, spiritual capabilities that allow him to influence other people, manage them and control their activities to achieve



common and individual goals. Erlbaum (2010) distinguishes between general and specific aspects of management and leadership. One common similarity between them is to give guidance of worker's activity, mobilize resources and direct people. The boss plans and sets the budget, and the leader sets the direction. Boss has a narrow goal, which is to try to maintain the process, stabilize the work, and organize resources. Leader attempts to search new ways. Boss or director tries to control and deal with challenge, whereas leader motivates and inspires subordinates. Another difference between them is that boss relies on traditional ideas, while leader favors unexpected changes even leading to failure. A good leader is one who is committed to long-term developmental and organizational ideas, achieves long-term goals and results, and motivates others.

Gadot (2007) separates these four ways of developing leadership: knowledge for understanding; knowledge for action; development practices: reflex system development. Furkan (2010) says that the leader takes the lead by a communicating, making decisions, and providing the direction of the team's movement. The leader must develop political views based on a system of communication that allows for the formation of a permanent structure and organizational process. Modern management is based on the use of communication - this is an important component of any organization. Without a positive communication relationship between manager and employees, there will be no development in the organization.

According to the literature analysis, manager is seen as a formal phenomenon, while leader is informal, however increasing leadership qualities in a leader has a positive impact on the relationship between manager and employees in the management process and the effectiveness of management.

Discussions and Findings

A number of scholars have conducted researches on how to develop leadership or management capacity in leaders. They expressed various views on this topic and contributed significantly to this sphere. One of the prominent Bass and Avolio (1997) researchers highlighted these ten qualities that aid leaders to increase their performance:

- be able to predict - the ability to set long-term goals and put forward objectives of the organization;
- be able to identify the most important aspects and distinguish between necessary and unnecessary tasks;
- ability to motivate employees;
- political sensitivity - the ability to understand the needs of powerful people and those around them;
- stability and non-hesitation in front of opponents;
- charisma;
- ability to take risks, delegate authority to followers;
- to be firm and stable when the situation requires it. Berson (2004) prepares a questionnaire that summarizes 21 leadership qualities and conducts research to determine the level of importance of these qualities in leaders. The study ranks these 10 key leadership qualities that are important to a leader: foresight; stress tolerance; problem solving; communicative ability; the ability to be honest in dealing with others; ability to take responsibility; ability to organize staff to solve a given task; ability to defend



the public interest; ability to plan one's own work and the work of employees; be able to identify important aspects. A leader must have the various leadership qualities listed above in order to successfully perform a professional leadership function. According to the theory of servant leadership developed by Dubrin (2010), many successful leaders are servants of their employees. Service leaders bring high results to their organization by paying sincere attention to their employees and their needs. A leader should be a servant who strives with the desire to serve others better, not to gain more power. If a leader pays attention to the needs and desires of employees, employees will also respond with strong teamwork, positive relationships, and good performance. Blau (1964) cites ten qualities that are unique to service leaders: hearing, empathy, correction, understanding, persuasion, conceptualization, foresight, management, responsibility for the development of others, and team building.

B. Avolio (1997) conducts research on developing true leadership. Unlike a charismatic leader, a real leader affects followers by relying on his or her individual character and the spirit of dedication. A true leader can make a fundamental change in the organization by forming self-confidence, optimism, good relationships and creating a positive environment in the staff.

Motivational theory of leadership is one of the theories of political leadership. According to this theory, the effectiveness of leadership is explored based on its ability to influence employee motivation, perform a task effectively, and feel satisfied in the work process. The level of motivation of a leader's behavior is determined by increasing confidence in achieving the stated goal and explaining ways to achieve it. In this theory, the structure of the leadership process reflects the main manifestations of leadership: supportive leadership [employee friendly]; directive leadership [based on established procedures and controls]; distributed leadership [consultation with staff]; clear goal-oriented leadership [focus on quality results].

Conclusion

To sum up, due to the harsh or uncertain business environment, organizations encounter a variety of obstacles, which cause a lot of firms or organizations to struggle. As a result, there is always a demand for people with strong leadership abilities who can assist businesses during difficult times and persuade employees and others to attain their objectives with excellent efficiency, as well as raise their degree of employment. A good leader will assist others in improving their professional skills and talents. Mentoring, job shadowing, and effectively distributing increasing degrees of responsibility to qualified personnel are all examples of this. The leader's role is to act as a sounding board for employees, providing information and guidance, and encouraging people to continue their education and professional growth. As above stated, effective written and verbal communication abilities are essential for good leaders. This enables them to carry out their leadership obligations, such as connecting with staff on a regular basis, providing feedback, and making suggestions. Additionally, leaders utilize communication skills to brainstorm, exchange information, set goals, assign tasks, lead meetings and be effective managers. In a word, there are several perspectives that define leadership qualities in leadership activities. These views represent what leadership style the leader will use in the management process.



References

1. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173-1182.
2. Bass, B. M., & Avolio, B. J. (1997). *Full Range Leadership Development: Manual for the Multifactor Leadership Questionnaire*. Redwood City: Mind Garden Inc.
3. Bass, B. M., & Avolio, B. J. (1993). Transformational leadership: A response to critiques. In M. M. Chemmers, & R. Ammons, *Leadership theory and research: Perspectives and directions* (pp. 49–80). Los Angeles: San Diego:Academic Press.
4. Berson, Y., & Avolio, B. J. (2004). Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The Leadership Quarterly*, 15 (5), 625–646.
5. Blau, P. M. (1964). *Power and Exchange in Social Life*. New York, NY: Wiley. Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
6. Dhar, R. (2009). Living with Organizational Politics: An Exploration of Employee's Behaviour International. *Journal of Management and Innovation*, 37-56.
7. Dubrin, A. J. (2010). *Principles of Leadership* (6th ed.). Sydney:South-Western. Ferris, G. R., & Kacmar, K. M. (1992). Perceptions of Organizational Politics. *Journal of Management*, 18 (1), 93-116.
8. Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in Organizations. In R. A. Giacalone, & P. Rosenfeld, *Impression management in organizations* (pp. 143-170).
9. Erlbaum, Hillsdale, NJ. Furkan, B., Kara, E., Tascan, E., & Avsalli, H. (2010). The Effects of Leadership On Job Satisfaction (Visionary Leadership, Transformational leadership, Transactional leadership). *3rd International Symposium on Sustainable Development*, (pp. 220-226).
10. Gadot, E. V. (2007). Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *leadership style*, 36 (5), 661-683.