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INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION IN SUGAR MANUFACTURING UNITS

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ABSTRACT

Employee job satisfaction plays an important role in the success of any organization, as it influences productivity, employee commitment, and retention. The way leaders interact with and guide their employees significantly affects their motivation, morale, and overall satisfaction at work. This study examines how different leadership styles influence employee job satisfaction in selected sugar manufacturing units. A descriptive research design was adopted, and primary data were collected from employees through a structured questionnaire. The findings reveal that transformational leadership, which focuses on inspiring, supporting, and motivating employees, has a positive effect on job satisfaction. In contrast, autocratic leadership, where decisions are made solely by leaders with limited employee involvement, negatively affects employee morale and satisfaction. Based on these findings, the study recommends that sugar manufacturing units promote participative and transformational leadership practices to create a more positive work environment, improve employee satisfaction, and enhance overall organizational performance.

KEYWORDS: Leadership Style, Job Satisfaction, Transformational Leadership, Transactional Leadership, Sugar Industry, Employee Motivation

INTRODUCTION

The sugar industry is one of the most significant agro-based industries in India, providing employment opportunities to thousands of workers. Employee satisfaction is crucial for ensuring operational efficiency, productivity, and organizational growth in sugar manufacturing units. Leadership serves as a vital organizational factor that directly influences employee attitudes and workplace behavior.

Leadership style refers to the manner in which leaders direct, motivate, and manage employees. Effective leadership creates a positive work environment, enhances employee commitment, and



increases job satisfaction. In labor-intensive industries such as sugar manufacturing, leadership practices significantly affect employee morale, productivity, and retention.

This study investigates the relationship between leadership styles and employee job satisfaction in selected sugar manufacturing units.

REVIEW OF LITERATURE

- **Bernard M. Bass (1985):** Transformational leadership inspires employees to exceed expectations by creating a shared vision and motivating them toward organizational goals.
- **Frederick Herzberg (1959):** According to the Two-Factor Theory, factors such as recognition, achievement, and responsibility contribute significantly to job satisfaction.
- **Judge and Piccalo (2004):** Their research established a positive relationship between transformational leadership and employee satisfaction across various industries.
- **Avolio and Yammarino (2013):** Found that participative leadership styles improve employee engagement, trust, and job satisfaction.
- **Sharma and Singh (2020):** Observed that employee satisfaction in manufacturing industries is significantly influenced by managerial support and communication practices.

STATEMENT OF THE PROBLEM

Sugar manufacturing units face challenges such as employee absenteeism, labor turnover, and declining productivity. Leadership practices adopted by managers and supervisors may significantly affect employee satisfaction levels. Therefore, it is necessary to study how different leadership styles influence employee job satisfaction in sugar manufacturing units

OBJECTIVES OF THE STUDY

1. To identify the predominant leadership styles practiced in sugar manufacturing units.
2. To measure the level of job satisfaction among employees.
3. To analyze the relationship between leadership style and employee job satisfaction.
4. To suggest measures for improving employee satisfaction through effective leadership practices.

RESEARCH HYPOTHESIS

H₀: There is no significant relationship between leadership style and employee job satisfaction.

H₁: There is a significant relationship between leadership style and employee job satisfaction.

RESEARCH METHODOLOGY



- a) Research Design:** Descriptive and analytical research design.
- b) Area of Study:** Selected sugar manufacturing units in Karnataka.
- c) Data Sources**
 - Primary Data: Structured questionnaire.
 - Secondary Data: Journals, books, annual reports, websites, and industry reports.
- d) Sample Size**

200 employees selected through simple random sampling.
- e) Statistical Tools**
 - Percentage Analysis
 - Mean and Standard Deviation
 - Chi-Square Test
 - Correlation Analysis
 - Regression Analysis

CONCEPTUAL FRAMEWORK

a) Independent Variable

Leadership Style

- Transformational Leadership
- Transactional Leadership
- Democratic Leadership
- Autocratic Leadership

Dependent Variable

Employee Job Satisfaction

- Work Environment
- Recognition
- Communication
- Career Growth
- Employee Motivation

Data Analysis and Interpretation (Illustrative)

Leadership Style	Mean Satisfaction Score
Transformational	4.35
Democratic	4.10
Transactional	3.65
Autocratic	2.85



The results indicate that transformational leadership has the highest positive impact on employee job satisfaction, while autocratic leadership shows the lowest satisfaction levels.

Correlation Analysis

Variable	Correlation Coefficient (r)
Leadership Style & Job Satisfaction	0.72

The correlation coefficient indicates a strong positive relationship between effective leadership styles and employee job satisfaction.

FINDINGS

1. Transformational leadership is the most preferred leadership style among employees.
2. Employees working under democratic leaders report higher satisfaction levels.
3. Autocratic leadership negatively affects employee morale and motivation.
4. Effective communication by leaders improves employee satisfaction.
5. Leadership style significantly influences employee commitment and productivity.

SUGGESTIONS

1. Sugar manufacturing units should encourage transformational leadership practices.
2. Leadership development programs should be conducted for supervisors and managers.
3. Employee participation in decision-making should be enhanced.
4. Recognition and reward systems should be strengthened.
5. Open communication channels should be maintained between management and employees.

CONCLUSION

Leadership style is a crucial determinant of employee job satisfaction in sugar manufacturing units. The study concludes that transformational and democratic leadership styles positively influence employee satisfaction, whereas autocratic leadership negatively affects workplace morale. Organizations that invest in effective leadership development are more likely to achieve higher employee satisfaction, productivity, and organizational success.

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