Leaders' Individualized Consideration and Employees' Job Satisfaction

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Abstract

Individualized Consideration is an important factor affecting organizational employees' job satisfaction. Many studies show that Individualized Consideration of leadership has positive and significant influence on job satisfaction. Based on a literature review and previous work, this study aims to investigate the influence of Individualized Consideration on organizational job satisfaction. The findings of this study provide evidence that Individualized Consideration have significant positive influence on job satisfaction. The study suggests that if organizations heads demonstrate Individualized Consideration, it will be proven, highly effective to achieve employees' job satisfaction in their organizations.

Keywords: *Individualized Consideration, Job Satisfaction, employee retention, job performance, Transformational leadership*

1. Introduction

Present research examined the role of Individualized Consideration in achieving job satisfaction of employees at workplace. Individualized Consideration is defined as this realization which a leader motivates followers to arrive at their particular potential and supply those required sources for development (Ansari & Arastoo, 2006; Hassan, 2013). Transformational leader can be a coach towards the supporters by means of encouraging learning, success along with particular person advancement. S/he offers challenging tasks, stir up inner thoughts and create the atmosphere of trust. Individualized consideration may be the magnitude in order to which in turn some sort of leader attends towards wants as well as considerations of his/her followers by giving socio-emotional support. This calls for coaching, maintaining relations, stimulating followers in order to do self actualization as well as empowering all of them.

Transformational leadership influences followers' work attitude. The study examined the influence of Individualized Consideration on a specific employees' work attitude & job satisfaction. Job satisfaction displays employees' affective and also cognitive assessment with their function in the group. Leaders can certainly shape employees' function practical knowledge and so possess crucial impact upon employees' job satisfaction (Wang & Courtright, 2011; Yukl, 2010). If a follower feels a new leader possess greater thoughts regarding devotion and also optimism that can bring about far more enthusiasm (Anderson, 2002). As a result, follower may have greater job satisfaction.

2. Review of Literature

Individualized consideration leaders paid more attention to every follower's developing requirements, making an individual relationship (Bass & Riggio, 2006).

Shibru and Darshan (2011) reported most of these leaders were acted like coaches or even mentors, playing followers' considerations along with requirements on an individual degree. This personalized consideration along with awareness created the mutual partnership of which forms trust and loyalty. Through personalizing associations with subordinates, leaders may superior align organizational objectives along with vision using skills, abilities and requirements (Nawaz, 2010).

Leaders are already recognized by provide individualized help in order to employees by improving the requirements and their feelings. It also referred to as individualized consideration (IC) (Bass, 1999), will be assigned to leaders exactly who identify specific variations between subordinates, and also exactly who cause by gratifying and helping the subordinates keeping that in mind. Bass presumed that leaders exactly who produced a great individual alignment to subordinates. Bycio and Allen (1995) in addition discovered help intended for most of these relationships and presumed that whenever leaders showed IC, their employees had been certainly going to dedicate additional effort at work. Creating believe in between leaders and subordinates will be another trait connected with extremely transformational leaders exactly who promote do the job conditions where employees experience secure and also ready to psychologically invest into the job (May, Gilson, & Harter, 2004).

Flade (2003) recommended that firms must target trust making routines in order to strengthen their relationship bond concerning leaders and employees. Throughout valuing the particular relationship of supervisor with subordinate and making valued relationships concerning leaders and supporters. He assumed that high levels of employees' work engagement would result by practicing such behavior. Flade (2003) argued that disengaged employees might cause company difficulties pertaining to businesses, for example, greater turnover, reduced gains in addition to lessened output.

Fiebich (2003) stated that when subordinates trust their own leaders, they hold similar loyalty in direction of every one of them. They will more explained any time leader solicited for you to read advices by subordinates in addition to enjoy the ability and highly valued the ability, we were holding similarly more likely to build much more confidence applying subordinates. Transformational leaders show personalized factor while they are able to make clear expectation applying immediate studies to lower work ambiguity (Schulz, Greenley & Darkish, 1995). By location distinct expectation involving efficiency, subordinates may expertise reduced views involving burnout on business office (Harter, Keyes & Schmidt, 2003). Featuring personalized reputation can also be a usual characteristic involving transformational commanders. O'Driscoll and Randall (1999) further argued that each intrinsic in addition to extrinsic benefits will definitely employ a substantial effect on in subordinates, especially on their amount of work advice.

A different explanation very popular in research of turnover is that job satisfaction would be the degree of good affective alignment towards employment (Price & Mueller, 1981). Locke (1969) offers possibly the most satisfactory conceptualization of job satisfaction. He describes job satisfaction seeing that "the pleasant psychological condition resulting from the actual evaluation of one's work seeing that attaining or perhaps assisting the actual success of one's work values. Job satisfaction is often a purpose in the identified relationship involving exactly what just one would like by one's work and also exactly what just one feels the idea seeing that featuring or perhaps entailing" (Locke, 1969). Locke's description illustrates the certainty that job satisfaction is often a remarkably unique, complicated, and also affective phenomenon. Perez (2001) defined satisfaction as the positive attitude of workers towards their work. This attitude is

underpinned by values and beliefs that the employee has produced from his/her work. Dawis and Newstorm (1996) defined satisfaction at the workplace as a bundle of unfavorable or favorable feelings, emotions from the prism of which employee see their work, which comprise the disparity between rewards which are received and expectations of getting them. According to Perez (2001), dissatisfaction causes a downward movement in organizational efficiency, and it may be projected by conduct, disloyalty, negligence, aggression. The upset and traumatized workers feelings may drive him/her towards an aggressive disposition.

Furthermore, Spector (1997) underscored job satisfaction for the reason that restriction to help which usually persons have liking or maybe disliking because of their job. This explanation suggests that job satisfaction can be a reaction of people presented regarding their particular work tasks. Job satisfaction has additionally been thought as a strong emotion involving sentiment which usually outcomes from the examination of the person's job encounter. This is also achieved when a worker compares his/her job with the expectations which s/he held about it at the outset (Locke, 1969). In general, this leaders' Individualized Consideration not only increases and holds a positive relation with employees job satisfaction but also with job commitment (Barker & Emer, 2007); though the relation between commitment to job and job satisfaction is reported to be that of reciprocal (Riaz*et al*., 2011). The utility and impact of this kind of leadership lies in capacity of the leaders to push the values/importance of goals accomplishment and lay stress on the effect of the performance of the employees' on the organizational success. These leaders impressed upon the followers to be arduous, by showing them the way leading towards a vision which is held commonly. Such leaders also tell their subordinates that their personal development and completion resides with the company success and well-being. These two are not mutually exclusive.

Job satisfaction is such a complex and affective phenomenon, a definitive model of job satisfaction in nursing is hard to identify. However, research based on humanistic theories of work motivation and job satisfaction helped to differentiate some important aspects of job satisfaction in the nurse work environment. One useful conceptualization of job satisfaction in the literature is that job satisfaction is differentiated as either organizational or professional in nature.

3. Research Design and Methodology

The study followed here is quantitative in nature that focus to contribute to a developing frame of understanding of influence of Individualized Consideration in private sector universities of KPK, Explicitly to pinpoint the extent of alteration in employees' job satisfaction that can be described by supervisors/heads'. This section of research explains the ways how this study was conducted i.e. sample size, instruments of the study, collection and analysis of the data.

3.1 Population and Sampling Procedure

A well professional and recognized faculty members of ten private sector universities located in KPK was the population of this study. A non-probability or convenience sampling technique was used. This technique is known as deliberate sampling or random sampling which give discretion to a researcher to explore all the subjects available while conducting a study. The sampling units were the employees of the selected universities.

Contributing workforce also covered all altitudes of the universities in terms of salary range, gender, and length of time.Convenience sampling was essentially suitable in the current scenario for two motives. Primarily, it permitted all the workers to have an equal chance to participate in the study. On the other side, it was estimated to ensure

greater or more contribution, since contribution was absolutely optional for all prospective members. A total of 25 to 40 personnel in each university were surveyed in this study and total number of employees was raised to *(N)* 330.

3.2 Theoretical Framework

The researcher proposed a theoretical framework for the current study consisting Individualized Consideration (Independent variables) and Employees' Job satisfaction (Dependent variable). It was examined that what role did individual characteristics of leadership play in increasing employees' job satisfaction.
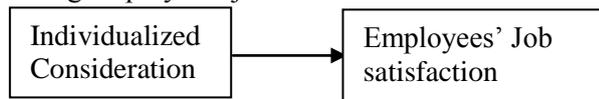
Individualized Consideration	→	Employees' Job satisfaction

Figure-1: Theoretical Framework

4. Data Analysis

To analyze research questions and hypothesis of this research, the collected data was analyzed for following statistical mechanism by using Statistical Package for Social Sciences:

1. Critically analyzing Individualized Consideration and Employees' Job Satisfaction with the help of indexed mean scores and frequency distributions.
2. Pearson's Correlations to determine the extent of linear correlation between Individualized Consideration and Employees' Job Satisfaction.
3. Linear regression: with Individualized Consideration on Employees' Job Satisfaction.

4.1 Hypothesis Testing

H_1: Individualized Consideration has significant relation with Employees' Job Satisfaction.

This hypothesis seeks to examine the influence of Individualized Consideration (IC) on Employees' Job Satisfaction (EJS). In order to report this relationship, first Correlation analysis was performed (see Table-1). 2-tailed test is used, since the direction of the relationship is unknown. The results of correlation analysis are as under:

Table1: Correlation Analysis between IC and EJS

		IC	EJS
IC	Pearson Correlation	1	.742
	Sig. (2-tailed)		.000

**. Correlation is significant at the 0.01 level (2-tailed).
Note. IC: Individualized Consideration, EJS: Employees' Job Satisfaction

As shown in Table-1, the results indicate a strong positive correlation between Individualized Consideration and Employees' Job Satisfaction. Pearson product correlation of IC and EJS is statistically significant ($r = 0.742$, p = 0.000 or p < 0.05). This shows that an increase in the level of Individualized Consideration of the leader would lead to an increased level of job satisfaction of the employees.

The study also found a significant relationship between the above mentioned variables. As shown in Table-2, a simple linear regression analysis was used to test the hypothesis since there is only one independent variable.

Table2: Estimation Results

COFFICIENTS		
Un-standardized	Standardized Coefficients	

Coefficients					
Model	Coefficient	Std. Error	Coefficient	t-Statistic	P-Values
Constant	.233	.119		1.946	.000
IC	.865	.044	.742	19.789	.000

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	287.763	1	287.763	391.608	.000[a]
Residual	235.144	320	.735		
Total	522.908	321			

MODEL SUMMARY

R-Squared: 0.550
Adj. R-Squared: 0.549

The dependent variable (EJS) was regressed on predicting variable (IC) to test the hypothesis H_1. Results show a number of tables, shows that IC is the independent variable and EJS is the dependent variable. Table shows the overall model summary, showing that the independent variable (IC) explains 55% (Adjusted R-Square) variance in the dependent variable (EJS). Telling us that 55% change in EJS can be accounted to IC.

Another table, tests the significance of hypothesis, the results shows that IC has a significant influence on EJS *F* 391.608, p = 0.000, which indicates that in the present study IC has a significant impact on EJS. Since the hypothesis has only one variable, the value of Standardized Coefficient is similar to the value of Pearson correlation. In this case IC is significant (t = 19.789, p = 0.000). Overall these results clearly show a significant effect of the IC on EJS.

Table 3: Hypothesis Testing

Hypothesis	Regression Weights	Un-standardized Beta Coefficient	R Square	F	p-value	Hypothesis Supported
H_2	IC → EJS	.865	.550	391.608	.000	Yes

Note.Note. IC: Individualized Consideration, EJS= Employees' Job Satisfaction
The above Table-3 shows the regression weights and indicating the influence of IC on EJS. The hypothesis was supported, since the p-value is less than .05.

5. Conclusion and Policy Recommendations

The aim of the study was to determine the impact of Individualized Consideration of leadership on employees' job satisfaction in the private sector universities and to evaluate this impact in quantitative terms. The rationale behind selection of this topic was the utmost gravity/ importance of human resource outcomes, leading to organizational success.

1. Results indicated Pearson product correlation of Individualized Consideration and Employee Job Satisfaction is statistically significant as (*r* = 0.894).
2. Results of linear regression showed that a positive and significant relationship (β =0.865) exists between Individualized Consideration and Employees' Job Satisfaction.

On the basis of the findings, the following deduction was drawn. The results indicated that Individualized Consideration has a relation with employee job satisfaction. The statistically strong relationship suggested that employee satisfaction increases

significantly when leaders pay additional consideration to each fan's enhancement necessities, establishing a close association (Bass & Riggio, 2006). These leaders acted as counsellors or trainers, attending to followers' distresses and needs on an individual base (Shibru & Darshan, 2011).The results indicated that private universities' employee perception of his or her leaders supported individual attention, coaching and mentoring provided to them by their leaders, as evidenced by a strong *r* value of 0.894.

5.1 Recommendations

This present study studied the workers' insight relating leadership feature as Individualized Consideration and its association with job satisfaction. Upcoming exploration could consider other variables such as turnover intent, employees' efficiency, employee retention, job performance and organizational commitment. Since the extent of organizational size effecting the variables in this research, other methodology for Organizational Efficacy through prospect researchers should tackle to improve further knowledge for the review body is to study public sector universities, banking sector, health sector and non-profit organizations. Relative study on this parallel study can be made between multinational companies and small and medium size industries. It is also promising that advance exploration focused on aspects of job satisfaction which incorporate management, salary, welfare, praise, promotion, recognition, retention, job security, empowerment, coworker, structure, work circumstances and other features, to an even larger extent could be emphasized, as none of these aspects were studied in detail in the current study.

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