

The Mediating Impact of Perceived Organisational Politics on the Relationship between Leadership Styles and Job Satisfaction

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The present study examines the relationship among the leadership style (transformational leadership (TFL), transactional leadership (TSL), laissez-faire leadership (LFL)) and job satisfaction (JS) of the private sector within organisations in the capital city of Indonesia. The purpose of the current study is also to examine the mediating impact of perceived organisational politics (POP) between the relationship of leadership style and JS. The managers and their subordinates of private organisations in the capital city of Thailand constitute the study respondents. The data was gathered through survey questionnaires, and PLS-SEM was used to test the hypotheses. The results revealed that there is a positive relationship between TFL, laissez-faire leadership, and JS while a negative relationship exists between transactional leadership and JS. The results also revealed that perceived organisational politics mediates the relationship between all leadership styles and JS. The findings recommend to regulators that they should emphasise leadership style that positively affects job satisfaction and also POP that enhances the relationship between leadership style and job satisfaction.

Keywords: *Job Satisfaction, Leadership Style, Transformational Leadership, Transactional Leadership, Laissez-faire Leadership, perceived organisational politics (POP).*

Introduction

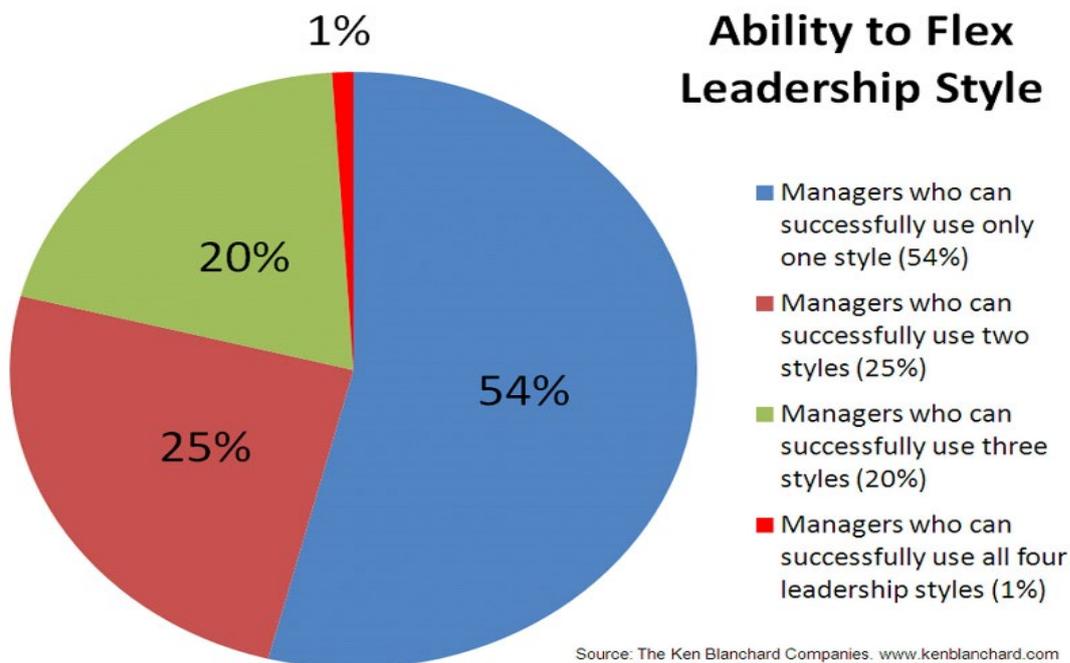
Market Globalisation brings unpredictable challenges for each type of organisation. These challenges can be accepted by organisations that have an effective, challengeable, and strong style of leadership as the attitudes of personnel regarding their jobs are affected by organisational leadership. In this modern era, the role of leaders has changed, and organisational success depends on the leadership style that is being practised (Riaz, et. Al., 2018). Leading global companies are now putting their effort on leadership which is the critical element in personnel satisfaction with respect to their jobs. Effective leadership can change the perception of organisational politics as well as the level of satisfaction of personnel regarding day to day conduct at the job. True and successful leaders have engaged others with modesty and consideration which they adopted because their goals are collective, not individual. Various styles of leadership are being examined through different theoretical approaches, but “transformational leadership, transactional leadership, and laissez-faire leadership” framework have found considerable support within research by recent literature (Shahid, et. al., 2018). Most previous studies on leadership style focused on TFL, but some studies have emphasised TSL but do not give importance laissez-faire style of leadership. This research found that the transformational style of leadership has significantly more impact on personal attitude about jobs than the TSL style. Moreover, LFL also has substantial impact on personnel attitude about their jobs (Rehman, et. al., 2019).

In addition, POP has also had a vital effect on output as it interferes in the usual process of businesses such as promotions, decision making, and rewards significantly affect productivity and performance on both an organisational and individual level (Rim, Yang, & Lee, 2016). Fairness and justice are directly and significantly connected to political perceptions which have greater influence (both positive and negative) personnel satisfaction, but differs from person to person. Thus, leadership style is one of the foremost factors affecting perceptions regarding organisational politics that ultimately affects the level of personnel satisfaction regarding their duties on the job. The perception of management regarding the politics of organisation is one of the prime aims of leadership that influences the performance and outcomes of personnel in the organisation (Yousaf, et. al., 2019). Those leaders who have a stronger and more effective style of leadership can modify and minimise the perceptions of organisational politics and improve the satisfaction level of personnel regarding their jobs. Therefore, the satisfaction level of personnel about jobs is affected by two major elements of the organisation including style of leadership and organisational politics. Thus, POP has been used as the mediating variable among the relationship of styles of leadership and satisfaction level of personnel regarding jobs in the context of the Indonesian private sector. Understanding regarding the relationship of styles of leadership, POP and job satisfaction level allow the organisation to quickly modify the

situations of the organisation to reduce the adverse effects and outcome of perceptions regarding the politics in the organisation (Runi, et. al. , 2017).

Figure 1 explains the ability of organisations to use the flexible style of leadership. The figure explains that 54 % of managers in Indonesia can successfully use one style of leadership to enhance the level of job satisfaction of their personnel regarding the jobs. . In addition, the figures also explain that only 25 % of managers in Indonesian organisations can successfully use two styles of leadership to enhance personnel job satisfaction .. Moreover, the figures also explain that only 20 % of managers in Indonesian organisations can successfully use three styles of leadership to enhance the job satisfaction of their personnel s. This is the third leading ratio than other styles that are using for leadership in organisations. Furthermore, the figures also explain that only 1 % of managers Indonesian organisations who can successfully use all four styles of leadership to enhance the satisfaction of their personnel regarding their jobs. This is the lowest ratio than other styles that are using for leadership in organisations. Figure 1 highlights the ability to use flexible leadership styles within Indonesian organisations :

Figure 1. Ability to Use Flexible Leadership Style



The figures mentioned in Table 1 explain the percentage of participation in leadership development programs by Indonesian personnel . The figures explain that the participation of C level, VP, and above level personnel was 32 % in 2017 and after a slight increase reached 42 % in 2018. In addition, the figures also explain that the participation of middle managers

was 38 % in 2017 and after a slight increase reached 68 % in 2018. Moreover, the figures explain that the participation of supervisors of the Indonesian organisations was 42 percent in 2017 and after a slight increase reached 60 % in 2018. Furthermore, the figures explain that employee participation was 50 % in 2017 and after a slight decrease reached 35 % in 2018. Additionally, the figures also explain that the participation of high potential was 20 % in 2017 and after a slight increase reached 38 % in 2018. Finally, the figures also explain that the participation of other personnel was 21 % in 2017 and after a slight decrease reached 19 % in 2018. Table 1 mentions the percentage participation in leadership development programs by various personnel in Indonesian organisations as given below:

Table 1: Percentage of Participation in Leadership Development Programs

S#	personnel	2017	2018
01	C level, VP and Above	32%	42%
02	Middle Managers	38%	68%
03	Supervisors	42%	60%
04	Employees with Influence	50%	35%
05	High Potentials	20%	38%
06	Others	21%	19%

The figures in Table 1 explain that the leadership programs are adopted by Indonesian personnel and need to increase the program regarding effective styles of leadership. Thus, the present study examines the relationship among all leadership styles and job satisfaction in the private sector organisations within the capital city of Indonesia. Moreover, the purpose of the current study is also to examine the mediating impact of perceived organisational politics (POP) among the relationship of different styles of leadership and job satisfaction.

Literature Review

This part of the paper concerns the literature about the variables that are used in this and previous studies on the relationship among different styles of leadership and levels of job satisfaction in given the subsection given below:

Job Satisfaction

JS means the commitment level of organisational employees towards their activities regarding the job due to organisational facilities. In addition, "Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or

emotional), and behavioural components” (p-745) (Zablah, et. al. , 2016). Furthermore, it also refers to the factors that are retaining employees in the organisation, which include high rates of salary and increments, friendly supervision and leadership, and quality of the environment at workplace. Additionally, it is “a feeling of fulfilment or enjoyment that a person derives from their job. However, we formed a more comprehensive definition of job satisfaction so that we can measure (and fix it) properly” (p. 53) (Peng et al., 2016). Similarly, the fulfilment of every requirement in the workplace by the organisation to its employees in terms of salary, promotion, increments, quality environment and suitable style of leadership is said to create employee JS (Huang et al., 2016). Thus, job satisfaction is an essential part of the success of an organisation that needs to be enhanced during each stage of organisation success which is the main topic of this study .

Transformational Leadership

Motivational and inspirational style of leadership in which the leaders motivate and inspire personnel by their actions and work is known as TFL. In addition, “transformational leadership is defined as a leadership approach that causes a change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders” (p-441) (Dong, et al., 2017). Additionally, it refers to the style of leadership in which leaders change the mental level of personnel by motivating them in the workplace with the help of their experiences. Furthermore, “transformational leadership is an approach in which a leader inspires and motivates team members to create positive changes within an organisation. This leadership style can increase group morale, lead to rapid innovation, improve conflict resolution, decrease turnover and foster a sense of ownership amongst a team” (p. 503) (Hoch, et al , 2018). Those leaders who have a stronger and more effective style of leadership can modify and minimise the perceptions of organisational politics and improve the job satisfaction level of personnel . Therefore, the job satisfaction level of personnel is affected by two major elements of the organisation such as style of leadership and organisational politics . Thus, transformational leadership is an essential part of the success of an organisation that needs to be enhanced and developed during each stage of organisational success, which is the main focus of this study.

Transactional Leadership

Transactional leadership refers to a style of leadership that focuses on the methods of reward and punishment to personnel based on their previously reviewed performance (Masa'deh, Obeidat, & Tarhini, 2016). In addition, the majority of previous studies regarding leadership styles focused on TFL, but some studies have emphasised TSL but lack importance given to the laissez-faire style of leadership presented by previous literature

(Deichmann & Stam, 2015). Moreover, the TSL style concentrates on the review of the performance of all organisational personnel and based on rewards and punishments given to the employees. Furthermore, “transactional leadership style involves a system of rewards and punishment based on employee performance . It is an effective leadership approach that focuses solely on the relationship between a leader and his or her subordinates. This style of leadership is considered border authoritative and can stifle if not engaged in the right way” (p. 188) (Kark, Van Dijk, & Vashdi, 2018). Thus, transactional leadership style is an essential part of the success of an organisation that needs to be enhanced during every stage of organisational success.

Laissez-Faire Leadership

Laissez Faire refers to the style of leadership in which leaders allow employees to make some decisions regarding the different organisational issues or who want a solution to a the problem with employee input (Glambek, Skogstad, & Einarsen, 2018). In addition, “Laissez-faire leadership, also known as delegate leadership, is a type of leadership style in which leaders allow group members to make decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members” (p-140) (Nielsen, et al. , 2019). Moreover, a style of leadership in which leaders report the situation to their subordinates and ask them to find a solution to that situation . Furthermore, “Laissez-faire leadership is an oxymoron within the leadership framework, as it requires invisible leading. The leader is supposed to allow the subordinates to take charge, while his or her role is to be in the background and offer the resources and support needed to establish the objectives” (p. 560) (Ågotnes, et. al. , 2018). Thus, the LFL style is an essential part of the success of an organisation that needs to be enhanced during every stage of organisational success.

Perceived Organisational Politics

This concept means that the workplace phenomena ultimately affects the attitudes and behaviour of personnel in the organisation (Naseer, et. al. , 2016). In addition, POP also has a vital effect on output because it interferes in the usual process of the businesses such as promotions, making decisions, and creating rewards that severely impact the productivity and performance of both the organisational level and the individual level (Zhijie, et. al. , 2019). In addition, POP focuses on perceptions about the use of decisions, resources, communication channels, and reputation that enhance the personnel output within the organisation. Furthermore, “organisational politics create an impression on management behaviours since it is predicted that political perception of employees has the potential to paralyse the organisational climate and can affect the relationship between employees and employees and managers” (p-10) (Shafiq, et. al. 2017). Thus, POP is an essential part of the

success of an organisation which needs to be enhanced during each stage of organisational success.

Transformational Leadership and Job Satisfaction

The TFL style has a positive relationship with the level of satisfaction regarding jobs. The level of job satisfaction can be measured by the TFL in the organisation (Yang, 2016). If the leadership style leans more towards transformational, then the level of job satisfaction is more towards the peak and vice versa. In addition, the previous literature exposed the positive link between TFL and job satisfaction. Moreover, transformational style of leadership is one of the foremost factors that enhances the level of job satisfaction. Furthermore, the motivational style of leadership impresses and motivates personnel and also enhances job satisfaction (Top, Akdere, & Tarcan, 2015). Additionally, the increasing level of transformational style of leadership can also enhance the level of JS. Similarly, a positive link has been found between the TFL style and the level of job satisfaction. Likewise, TFL has become a major cause of high job satisfaction in an organisation (Yıldız & Şimşek, 2016). Thus, TFL has become a vital element that enhances personnel's job satisfaction in an organisation. Based on the literature, the current study develops the following hypothesis:

H1: There is a positive relationship between transformational style of leadership and job satisfaction in private organisations within Indonesia.

Transactional Leadership and Job Satisfaction

TSL has a negative relationship with levels of job satisfaction. Job satisfaction level can be measured by the TSL in the organisation (Abdelhafiz, Alloubani, & Almatari, 2016). If the leadership style leans more towards transactional, then the JS level points more likely towards the bottom and vice versa. In addition, the previous literature has exposed the negative link between transactional style of leadership and the level of job satisfaction. Furthermore, the reward and punishment style of leadership that demotivates personnel also reduces JS level (Babalola, 2016). Additionally, the increasing level of TSL can reduce the level of JS. Similarly, a negative link has been between among TSL style and the level of job satisfaction. Likewise, TSL style has become a significant cause of low levels of JS within the organisation (Nazim, 2016). Thus, TSL becomes a vital element that reduces job satisfaction. Based on the literature, the current study develops the following hypothesis

H2: There is a negative relationship among the transactional style of leadership and job satisfaction in the private organisation in Indonesia.

Laissez-Faire and Job Satisfaction

The LFL has a positive relationship with JS levels. If the leadership style leans more towards Laissez-Faire, then the level of job satisfaction tends more towards the peak and vice versa (Skogstad et al., 2015). In addition, previous literature exposed the positive link between LFL and level of JS. Furthermore, transfer style of motivates personnel and also enhances the levels of job satisfaction. Additionally, the increasing level of LFL can also improve the level of JS. Similarly, a positive link has been found between Laissez-Faire style of leadership and the level of JS (Yang, 2015). Likewise, LFL has become a significant cause of high levels of JS in the organisation (Wong & Giessner, 2018). Thus, LFL has become a vital element that enhances job satisfaction in an organisation. Based on the literature, the current study develops the following hypothesis :

H3: There is a positive relationship between Laissez-Faire style of leadership and job satisfaction within private organisations in Indonesia.

Mediating Role of Perceived Organisational Politics

POP has also had a vital effect on output because it interferes in the usual process of businesses such as promotions, decision making, and rewards that severely affect productivity and performance on both an organisational and individual level (Saleem, 2015). Fairness and justice are directly and strongly connected with the politics of perceptions which have a greater influence (both positive and negative) on personnel job satisfaction, but differs from person to person (Lau, et. al., 2017). Thus, leadership style is one of the foremost factors that affects perceptions regarding organisational politics which ultimate impacts on personnel job satisfaction regarding their duties. Based on the literature, the current study develops the following hypothesis :

H4 (a): POP mediates the relationship between transformational style of leadership and job satisfaction within private organisations in Indonesia.

H4 (b): POP mediates the relationship between transactional style of leadership and job satisfaction within private organisation in Indonesia.

H4 (c): POP mediates the relationship between Laissez-Faire style of leadership and job satisfaction within private organisation in Indonesia.

Research Methods

The present study examines the relationship between (“transformational leadership (TFL), transactional leadership (TSL), laissez-faire leadership (LFL)”) and job satisfaction (JS) within private organisational sectors organisation in Jakarta with a mediating role of



perceived organisational politics (POP). Managers and their subordinates of private organisations in the capital city of Thailand are the study respondents . Data was gathered through survey questionnaires, and PLS-SEM was used to test the hypotheses.

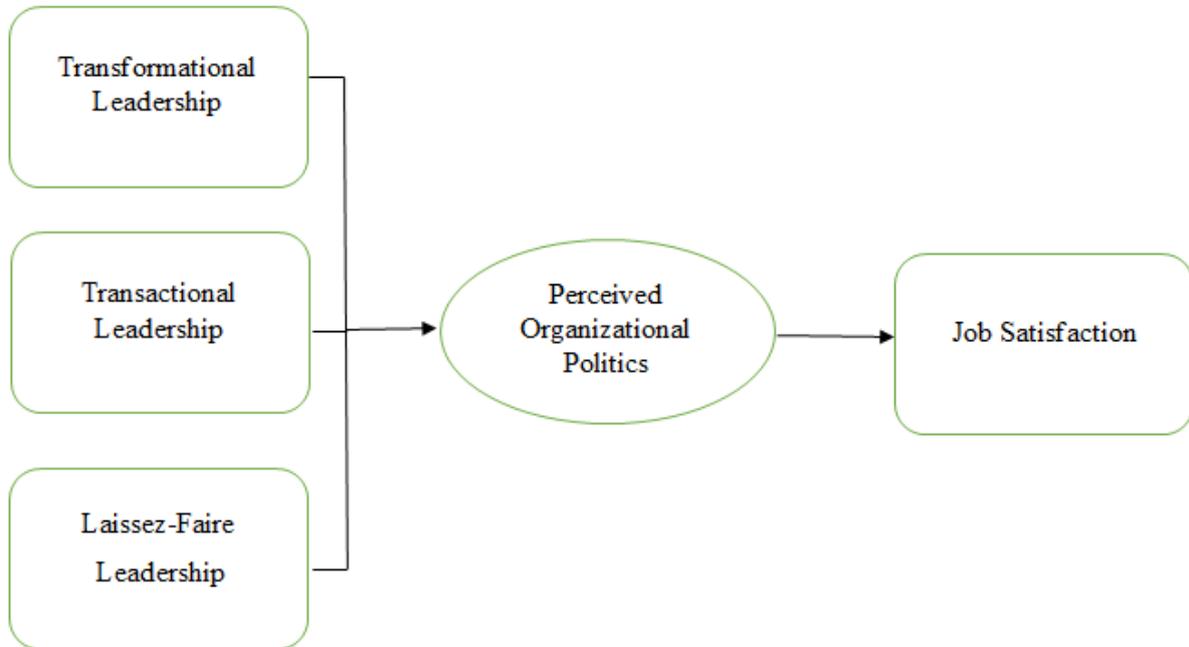
Measures

The foremost variable job satisfaction (JS) is measured in this paper by the “job satisfaction measuring scale (JSS)” that is developed by Spector (1997) and includes ten items. In addition, all leadership styles are measured through “Multi-factor leadership Questionnaire (MLQ)” which has been developed by Avolio and Bass (2004)/. According to MLQ, transformation leadership (TFL) has 10 items, transactional leadership (TSL) also has 10 items and laissez-faire leadership (LFL) has 7 items. Moreover, perceived organisational politics has been measured by the “perceptions of organisational politics scale (POPS)” developed by Kacmar and Carlson (1997), also containing ten items.

Data Collection Procedures

The managers and their subordinates of private organisations in the capital city of Thailand are the study respondents y. The data was gathered through survey questionnaires and responses were received from managers and their subordinates from each department of private organisation. Almost 800 questionnaires were distributed, and only 560 valid responses were received, that is approximately a 70 % response rate.

Theoretical Framework



Findings

The findings have shown the study’s convergent and discriminant validity and path analysis . Convergent validity has no conflict as item are greater than 0.50. In addition, Alpha and CR are also higher than 0.70, while AVE is more than 0.50. Table 2 below presents the results of convergent validity :

Table 2: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Job Satisfaction	JS1	0.706	0.849	0.884	0.523
	JS10	0.782			
	JS2	0.822			
	JS3	0.633			
	JS6	0.627			
	JS7	0.678			
	JS8	0.788			
	Laissez-Faire Leadership	LFL1			
	LFL2	0.780			
	LFL4	0.704			
	LFL5	0.671			
	LFL7	0.679			

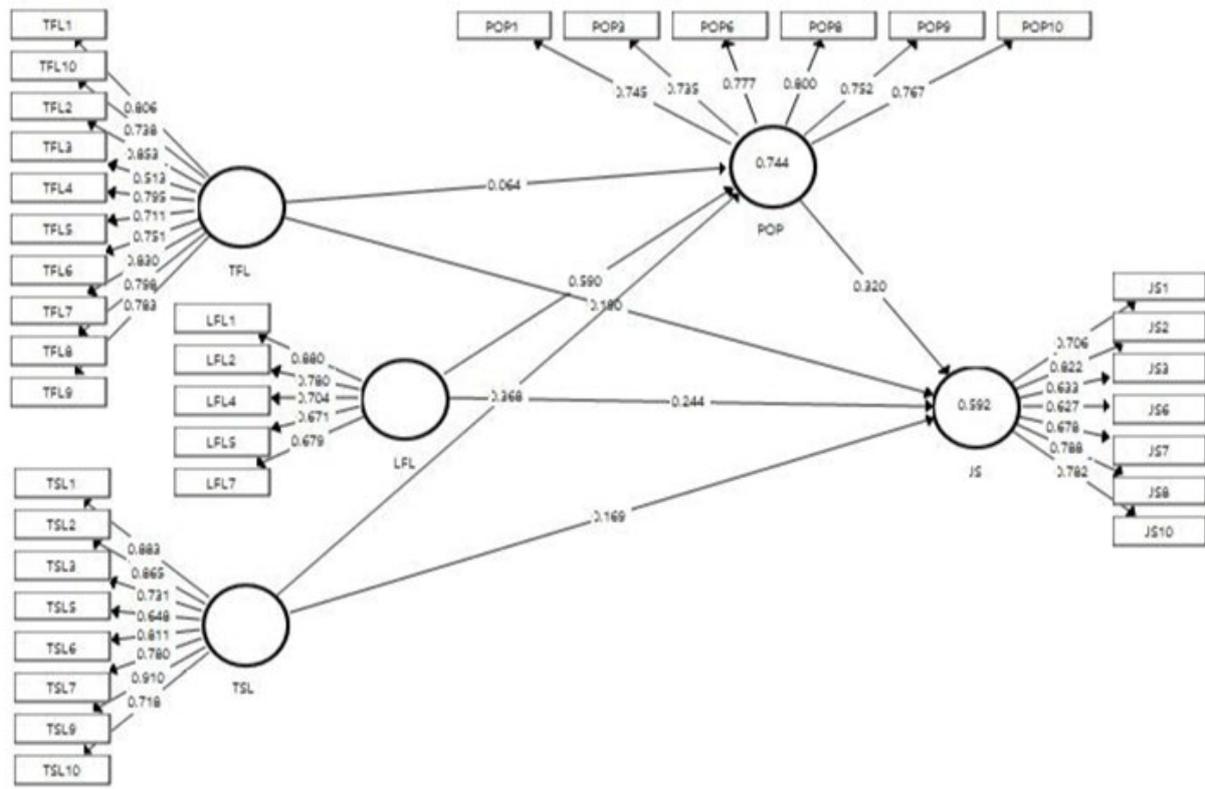
Perceived Organisational Politics	POP1	0.745	0.857	0.893	0.582
	POP10	0.767			
	POP3	0.735			
	POP6	0.777			
	POP8	0.800			
	POP9	0.752			
Transformational Leadership	TFL1	0.806	0.919	0.932	0.582
	TFL10	0.738			
	TFL2	0.853			
	TFL3	0.513			
	TFL4	0.795			
	TFL5	0.711			
	TFL6	0.751			
	TFL7	0.830			
	TFL8	0.798			
	TFL9	0.783			
Transactional Leadership	TSL1	0.883	0.917	0.933	0.637
	TSL10	0.718			
	TSL2	0.865			
	TSL3	0.731			
	TSL5	0.648			
	TSL6	0.811			
	TSL7	0.780			
	TSL9	0.910			

Discriminant validity has no conflict because HTMT ratio is less than 0.80, which means that constructs are not highly correlated with each other. Table 3 below presents the HTMT ratio :

Table 3: HTMT Ratio

	JS	LFL	POP	TFL	TSL
JS					
LFL	0.713				
POP	0.703	0.706			
TFL	0.573	0.514	0.532		
TSL	0.623	0.512	0.742	0.401	

Figure 2. Measurement Model Assessment



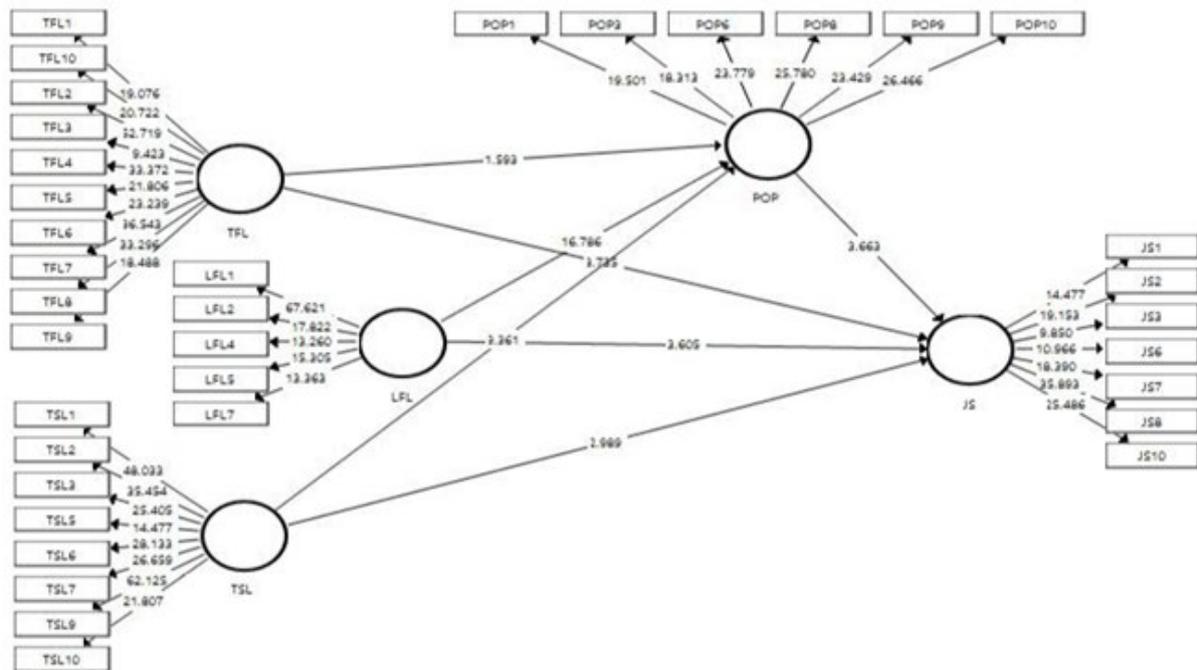
The results of path analysis show a positive relationship between all types of leadership styles, such as “transformational leadership, transactional leadership, laissez-ire leadership” and job satisfaction in the Indonesian private sector . In addition, the findings also reveal that POP positively mediates the relationship between all types of leadership styles, including “transformational leadership, transactional leadership, laissez-faire leadership”, and job satisfaction. The results of path analysis are provided in Table 4 below:

Table 4: Path analysis

	Beta	S.D	t-statistics	p-values	L.L	U.L
LFL -> JS	0.244	0.068	3.605	0.000	0.241	0.359
LFL -> POP	0.590	0.035	16.786	0.000	0.529	0.647
POP -> JS	0.320	0.087	3.663	0.000	0.166	0.459
TFL -> JS	0.190	0.051	3.735	0.000	0.097	0.267
TFL -> POP	0.079	0.040	1.981	0.006	0.007	0.130
TSL -> JS	0.169	0.057	2.989	0.001	0.084	0.269
TSL -> POP	0.368	0.039	9.361	0.000	0.309	0.434
LFL -> POP -> JS	0.189	0.051	3.684	0.000	0.098	0.259

TFL -> POP -> JS	0.030	0.015	1.998	0.009	0.002	0.048
TSL -> POP -> JS	0.118	0.034	3.419	0.000	0.058	0.174

Figure 3: Structural Model Assessment



Discussion and Conclusion

The present study examines the relationship between leadership styles (“transformational leadership, transactional leadership, and laissez-faire leadership”) and job satisfaction in the private sector organisations within Jakarta . In addition, the purpose of the current study is to also examine the mediating impact of (POP) between all leadership styles and JS. The findings revealed a positive relationship between all leadership styles and JS within the Indonesian private sector . In addition, the findings also illustrate that POP positively mediates a relationship all leadership types . Indonesian leadership style is very effective in terms of job satisfaction the unique features of efficient management and control.

Therefore, the study concludes that private organisations in Indonesia adopted all types of leadership styles, which are all effective regarding increasing job satisfaction levels of employees. In addition, their POP also plays a vital role in improving leadership style that enhances personnel JS within an organisation. Thus, this study suggests to regulators and policymakers that they should focus on all leadership styles to improve employee job satisfaction . They need to develop policies for all the styles of leadership rather than on only one .



Finally, the present study contains gaps for future scholars who want to explore different leadership styles, which constitutes and study's limitations . It focuses on only three styles of leadership and prospective studies may include other types of leadership in their literature. In addition, the present study also takes the Indonesia private sector under investigation, while future scholars may add other sectors for the study. Lastly, the current study use POP as a mediator variable that can be used as a moderator and upcoming researchers may use it as moderating variable in their literature.

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