



## THE IMPACT OF MANAGEMENT STYLES AND THE JOB SATISFACTION IN THE PLANTATION SECTOR IN SRI LANKA

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### ABSTRACT

The main purpose of this research paper is to examine the relationship between the impact of Management Styles and the Job Satisfaction in the Plantation Sector in Sri Lanka. There are 5 items of construct to measure management style (MS) and five sub constructs for each construct to study the MS. The five main constructs are namely participatory management style (PAMS), organic management style (ORMS), professional management style (PRMS), coaching management style (COMS) and Samsung management style (SSMS). MS will be one of the two main variables investigated in this study. The other main variable is to empirically evaluate is Job Satisfaction which has several sub domains such as the work itself (WI), pay (PA), supervision (SU) and working condition (WC). This study has selected 400 employees from tea estates belonged to the Government and the RPCs. (The findings of the MS were positively correlated to Job Satisfaction) and this research will enhance the present repository of knowledge. The Management of the organizations will be helped by the present knowledge to contribute and to make job satisfaction to achieve organizational goals and objectives.

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### INTRODUCTION

Many a times "Management Style" is employed as how of management. Some believes that management style is the behavior which is linked to personality (Ruth, M, 2010). Luthans (1992) reveal that management type could be divided into two and they are namely human-oriented and organizational- oriented. Human oriented managers pay their attention to the human resource of the organization and organization-oriented managers focus attention on the goals and the mission, organizational rules and regulations and strict control of the employees of the organization (Chiu, 2005). Locke and Lathan (1976) express that job satisfaction as something enjoyable or positive emotional level that takes place as a result of one's assessment of job or the experience.

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Job satisfaction depends on an employee in what way the concerned job provides what is important to that person. Job satisfaction is the most significant and way of doing things by a person which is commonly known characteristics of an employee (Mitchell and Lasan, 1987). Research of this nature is difficulty to find in the Asian context and limited studies have been done in the Western countries in other fields. As a result of it, the gap existed thus far with regard to the present topic of this research is filled. Relationship between the impact of Management Styles and the Job Satisfaction in the Sri Lankan Plantation Sector is being examined in this research.

### Review of Literature

Management style as a means to manage an institution. The general approach of a manager to deal with people at work, the authority is imposed over subordinates in order to arrive at organizational goals (Quang, 2002; Hartzell, 2006).

McGuire (2005) says that many a times in the managerial world describe the how of management. It consists of function of behavior associated with personality. Schleh (1977) says that management style is the glue that ties various operations and actions together. It is the set of principles or love of wisdom by which the manager tries to gain on the skills of the workforce. Management Style is not just a way of doing things but doing things within certain parameters. A management Style is a means of life functioning in the entire institution and allows the executives to have deep faith in the human resource of the enterprise. Management style is considered as taking decisions and allows setting up of various tasks and goals, strategy formulation and implementation, building up of the corporate image, relating to key stakeholders and other fundamental activities of the management (Khandawalla, 1995b).

Luthan (1998) states that there are three important aspects to job satisfaction. One's intense feelings are allowed to express with regard to an employment is called job satisfaction which cannot be empirically verified but needs to derive at. Job satisfaction is many a times is defined as meeting or going beyond the expectations. For example, in an organization if a person has negative notion about his work due to less pay and appreciation is a fine example of the negativity of the job satisfaction. Yh Ebru (1995) expresses that the most important characteristics of a job is work itself, pay, promotion opportunities, supervision and coworkers. Lethargy and rather negative organizational commitment reduced job satisfaction (Levinson, 1997, Moser, 1997). The absence of job satisfaction is predicts the leaving of an employment (Alexander, Litchenstein and Hellmann, 1997; Jamal, 1997).

Certain researchers (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) may comply that job satisfaction is limited by reasons due to Adeyemo's (2000) external perspectives of an employee. Job satisfaction may depend on an employment tend to motivate by nature of the job, respective social ambience and peculiar needs of an employee.

## RESEARCH METHODOLOGY

### Research Design

The survey is conducted among the clerks of the Tea Plantation Sector in Sri Lanka. The relationship which is looking for in this study was co-relational between the management styles and Job Satisfaction. In order to achieve the objective of this academic exercise, a structured questionnaire was employed. While this study was descriptive in nature, quantitative approach was used. Researcher interference was minimal. Roscoe (1975) mentions that the healthy sample size needs to be vacillated in between 30 and 500. Simple random sampling was the selection tool of the population sample. The real sample size was 400 and the response rate was 370. Outliers were checked with the help of whisker diagram, box plot, stem and leaf plot and found out there were 8 outliers which were removed. So, after removing the outliers, the amount of questionnaire was used for the final analysis was 362. The covering letter and the questionnaire were distributed through the estate superintends of the respective places. The covering letter reiterates the person who conducts the research, the purpose of conducting the research which reiterates the confidentiality of the one who

gives the response. A good number of books have written and research papers have been published on the variables that really play a significant role in an organization. This article based itself on the relationship between the impact of management styles on the job satisfaction of the employees in the tea plantation in Sri Lanka. This study has tried to find out empirically the relationship through a survey data. It was realized that job satisfaction is a function of management styles while the other factors remain constant. In this research while management styles are the independent variable and job satisfaction of the employees is the dependent variable.

### Instruments

The questionnaire was operational zed by the responses of the concern respondents to corresponding items using the five-point Likert scale. 1= stands for strongly disagree and 5 stands for strongly agreed. The responded questionnaires were analyzed through correlation and regression with the help of SPSS 16. The instruments used to collect data are the Management Styles mentioned in the article titled "Management Styles, Productivity and Adaptability of Human Resources: Empirical Study" by Jain, R and Premkumar, R (2013) have been used in this research also in order to measure the Management Styles in the Plantation Sector. In this study 10 variables are measured in the management styles. Therefore, in order to measure Management Styles, this study uses Khandawalla's (1995) scale of measuring instrument (Table 3.4) (Jain, R and Premkumar, R, 2013). In keeping with the latest developments of the Management Styles, the Coaching Style (Stevenson, 2014) and Samsung's Hybrid Management System (Jung, S.C; 2014) have also been incorporated to the questionnaire. The main two dimensions such categorized as goal setting, strategic formulations and control of operations. Under each dimension ten sub topics are being discussed in the form of questionnaire. There are good number of instruments to measure job satisfaction and they are namely e.g. the Job Descriptive Index (Smith et al., 1969), the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) and the Job Satisfaction Survey (Spector, 1985). A good number of researches have used MSQ as a basis for this research. While this instrument is a self-reporting measure which can be administrated separately or individually and one can reply to the questionnaire raised by the MSQ. Edward, *et al.* 2008 quoted in Perera, G, D, N (2014) forward to us some questionnaire models such as Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, *et al.* in 1967, Job Descriptive Index (JDI) developed by Smith *et al.* 1969, Job Characteristics Model (JCM) explained by Hackman and Oldham, 1976.



Figure 1. Schematic Diagram of the Research Frame Work

### Operationalization of Variables

#### Management Style (MS)

Twenty items of construct in total to measure management style (MS) and five sub constructs to study the MS under each kind. Five kind of management styles such as participatory management style (PAMS), organic management style (ORMS), professional management style (PRMS), coaching management style (COMS) and Samsung management style (SSMS) are taken into consideration for analysis in this study.

**Job Satisfaction (JS)**

There are twenty-two constructs mentioned by Weiss, *et al.* (1967) in the Job Satisfaction questionnaire. The questionnaire has used four constructs under JS and they could be seen as the work itself (WI), pay (PA), supervision (SU) and working condition (WC). While work itself construct consist of five sub constructs and the other constructs such as pay, supervision, and working condition consist of four sub constructs for each. Each and every sub construct under main construct was numerically checked and measured using five-point Likert scale from values number one to five.

**Table 1. Operationalization of the Variables**

Management Styles (MS)	Job Satisfaction (JS)
Participatory Management Style (PAMS)	Work Itself (WI)
Organic Management Style (ORMS)	Pay (PA)
Professional Management Style (PRMS)	Supervision (SU)
Coaching Management Style (COMS)	Working Condition (WC)
Samsung Management Style (SSMS)	

Independent variable is management style which is elaborately analyzed by sub variables of PAMS, ORMS, PRMS, COMS and SSMS. Each sub construct is analyzed by 4 questions. Similarly, dependent variable job satisfaction is analyzed by four sub domains WI measured by 5 items other constructs PA, SU and WC have 4 items for each.

**Assessment of Normality**

Descriptive statistical analysis used for the mean score of components of second order factors to check the normality of the main data. The skewness and kurtosis values for the assessing of normality were used. Kline (2005) mentions very clearly skewness and kurtosis values needs to remain three and ten respectively. The skewness and kurtosis values of this study are within the levels recommended (Table 2) indicates univariate normality of the data.

**Validity and Reliability**

Cronbach Alpha needs to be checked in order to verify the internal consistency for each and every construct and sub construct for the main variable management style and productivity. Given the table each construct which is above 0.7 are considered reliable, less than 0.60, 0.70, 0.80 considered poor, good, acceptable respectively (Sekaran and Bougie 2009). It needs to measure Kaiser-Meyer-Olkin (KMO) for sampling adequacy values were more than 0.5. The initial and final variables items were given in Table 3. instrument measures the conceptual dimension through questions. The validity of the content and the construct are summed up through pilot survey and the main survey respectively (Sekran and Bougie, 2012). The initial measurement models of the management style and job satisfaction are given in Figure 2.

**Table 2. Assessment of normality**

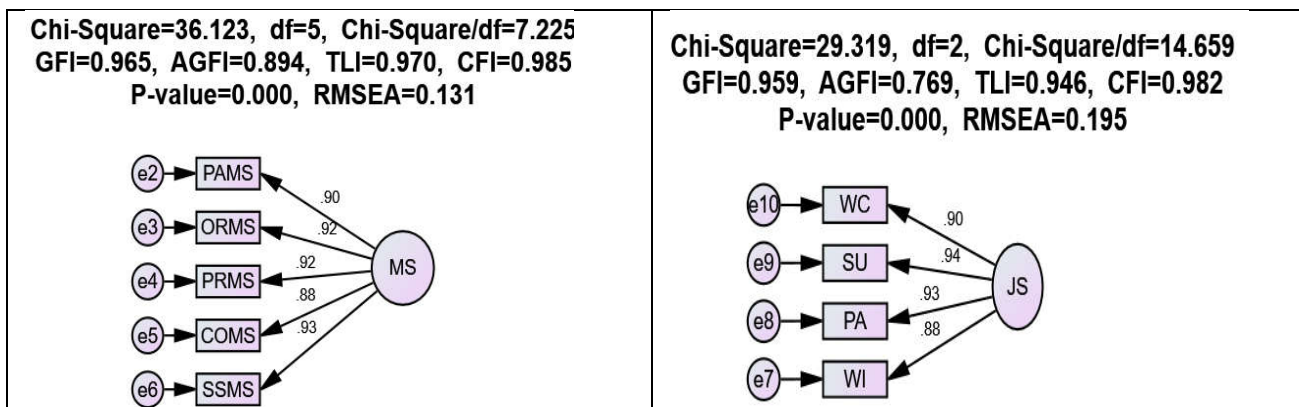
Variable	Minimum	Maximum	Skewness	Std. Error	Kurtosis	Std. Error
JS	1	5	-1.250	0.128	0.724	0.256
JS	1	5	-1.250	0.128	0.724	0.256

**Table 3. Reliability test for first order factors**

Concept	No. of items	Cronbatch's Alpha Final	KMO
Management Style – Independent Variable			
Participatory Management Style (PAMS)	4	0.856	0.803
Organic Management Style (ORMS)	4	0.894	0.814
Professional Management Style (PRMS)	4	0.878	0.810
Coaching Management Style (COMS)	4	0.873	0.801
Samsung Management Style (SSMS)	4	0.838	0.783
Job Satisfaction – Dependent Variable			
Work Itself (WI)	5	0.816	0.812
Pay (PA)	4	0.896	0.846
Supervision (SU)	4	0.894	0.805
Working Condition (WC)	4	0.893	0.818

**Management style**

**Job satisfaction**



**Figure 2. Initial measurement model**

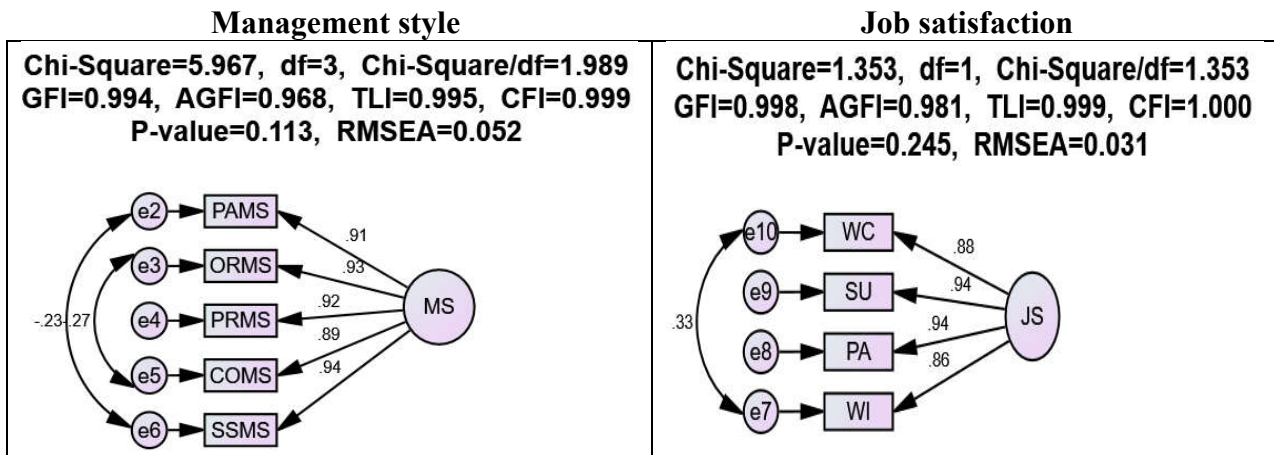


Figure 3. Final measurement model

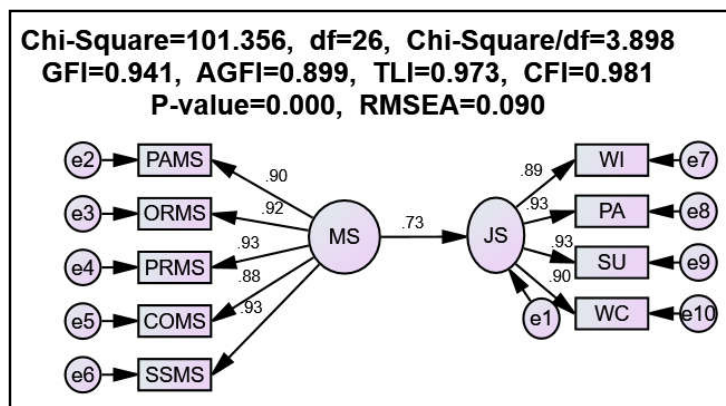


Figure 4. Initial structural model

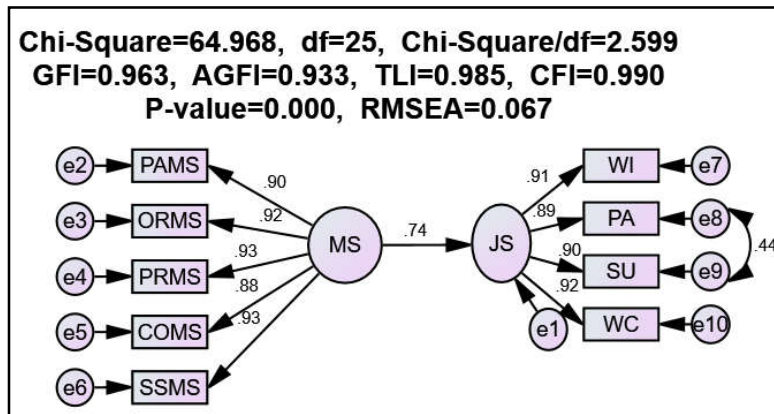


Figure 4. Final structural model

Table 4. Regression weights and reliabilities of the final structural model

Path	Unstd. Estimate	S.E	C.R	P	Std. Estimate	AVE	CR
JS<--- MS	0.782	0.049	15.957	***	0.743		
SSMS<--- MS	1.050	0.038	27.515	***	0.926		
COMS<--- MS	1.000						
PRMS<--- MS	1.057	0.038	27.623	***	0.927		
ORMS<--- MS	1.062	0.039	27.270	***	0.922		
PAMS<--- MS	0.996	0.039	25.796	***	0.901	0.832	0.961
WI<--- JS	1.000						
PA<--- JS	0.977	0.037	26.234	***	0.891		
SU<--- JS	0.983	0.037	26.78	***	0.898		
WC<--- JS	1.004	0.035	28.453	***	0.918	0.833	0.952

\*\*\* P < 0.001

**Table 5. Discriminant validity**

	MS	JS
MS	0.832*	
JS	0.552**	0.833*

\* AVE, \*\* R<sup>2</sup>

Model fit indices of the initial measurement models are not satisfied the model conditions. Hence, final measurement models are developed and given in Figure 3. The final measurement models satisfied the model fit indices. Based on the final measurement models the structural model is developed. The initial structural model is given Figure 4. The model fit indices of the initial structural model are Chi-square/df = 3.898 which was greater than the cutoff value 3, GFI=0.941; AGFI=0.899; CFI=0.981; TLI=0.973; and RMSEA=0.090 which was also greater than cutoff value 0.08 (Hair, et al.2006). The results demonstrate that initial structural model is not satisfied all model fit conditions (Hair, et al.1998; Kline, 2005). Hence, final structural model was developed based on the initial structural model fit indices results and given in Figure 5. The final structural model fit indices are Chi-square/df = 2.599 < 3, GFI=0.963; AGFI=0.933; CFI=0.9901; TLI=0.985; all indices greater than 0.9 and RMSEA=0.067 which was also less than cutoff value 0.08 (Hair, et al.2006). The results clearly indicated that final model is satisfied all model fit conditions (Hair, et al.1998; Kline, 2005). Fit indices in final structural model shows good fitness of both variables, proving that the selected indicators are good representatives for each dimensions of management style and job satisfaction; which indicate that all scales demonstrated good validity.

The regression weights for the final structural model presented in Table 4. The management style and job satisfaction construct were tested for multivariate normality. The critical ratio value for multivariate kurtosis = 18.965 which was more than 5 and the assumption of multivariate normality has failed to meet. As a result of it, testing on 1000 bootstrap resample the Bollen-stine p value was 0.186, which is more than 0.05. The model is accepted as 'correctness'. The standardized residual co-variances have less than two in absolute value and the model is correct (Kline (2005). Examining the Mahalanobis distance p1 is more than 0.001 the observation is not an outlier and the highest distance is 49.826. The Composite Reliability (CR) and Average Variance Extracted (AVE) for the final structural model items were more than 0.6 and 0.5 respectively (Table 4). According to Hair, et al. (2010) convergent validity exists when the AVE value is greater than 0.5 and CR value is greater than AVE. Further Table 5, provided the AVE is greater than all corresponding construct correlations (R<sup>2</sup>), which is an evidence of discriminant validity of the construct (Fornell and Larcker, 1981, Chinna 2013).

### Conclusion

Results of the objective showed that management style is positively and significantly influence on job satisfaction. Hence, results of this study show that when the factory employees are satisfied, they like to provide effective works which will improve the productivity of the Tea sector in Sri Lanka.

### Limitation and Future Research

This study was restricted to one of the sectors of the plantation sector in the island of Sri Lanka.

Apart from the plantation sector many other sectors in the industrial world. This study may throw light on the future studies for the same industry or any other industry to do research as well.

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