

# The "Leadership Style" & "Group Characteristic" Related to "Job Satisfaction" and Performance

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## I. INTRODUCTION

This paper is organized into two parts. Part I, from a macro point of view, emphasizes the situational factors affect leadership effectiveness. Discussion will be included the key decision-making in the sense of policy and goal-setting, the situational and organizational arrangement, the task structure, leader's position power and group atmosphere (or leader-member relations).

Part II, from a micro point of view, aims at discussing leadership functions as related to job satisfaction and performance. Clarifying several concepts, understanding some key elements in the process of management and providing possible alternatives will help a leader to manipulate the kind of outputs he wants to see or at least to avoid the unwanted situation appears.

## PART I

Thinking organization as a whole and complex social system with the interaction of each component parts and with the interaction of the organization itself with the task environment, the most difficult and important work of a leader is to make the key decisions. That is to set the fundamental goal and policy which will

match appropriate organizational arrangement served as a criteria and guide for the operation of the whole system.

Organizations theorist such as March and Simon, Hage and Aiken, all emphasize the organizational policy and organizational arrangement should be matched each other: the policy influences the structure and the structure conforms to a certain type of policy. For example, March and Simon recognizes that to change individual behavior, we don't have to change individual's personality or teach them human relations skill. Instead, the better way is changing "the premises of decisions"! That is the situational arrangement, e.g. the rules and regulations of jobs, the network of communications and so forth.

Hage and Aiken also indicate that if the organizational policies emphasize on the quality of the product or service, the best organizational arrangement is a dynamic style.<sup>2</sup> This refers to high complexity (the level of knowledge and expertise), low formalization (the degree of codification of jobs), low centralization (the way in which powers and decision-making is distributed), and low stratification (differential distribution of rewards to the jobs). On the contrary, if the organizational policies emphasize on the economy and efficiency, the best organiza-

tional arrangement is a kind of low complexity, high formalization, high centralization and high stratification.

Although what Hage and Aiken provided are only two "ideal types" of organizational system, it is helpful for a leader to use these standards to describe and to diagnose the situation he faces. According to the technological and environmental change, the organization policy is forced to adapt and this will need an altering of the situational and arrangement in order to have maximum outcome of product and service.

Furthermore, Fiedler initiates an alternative idea of "engineer the job to fit the manager"<sup>3</sup> He argues that the present practice of management is to identify the goal of organization first, then require what kinds of traits and behaviors of participant to lead to accomplish this goal. However, his proposal is to identify the people first, then to engineer the situation. It needs to consider of the task structure (well specified or not), leader's position power (the amount of power held by the leader is high or low), and leader-member relations (the whole group atmosphere is good or bad).

Fiedler points out that by arranging these three situational factors, one can engineer the job to fit the man. For example, he tests that in the highly favorable (the work is well structured, the leader's power is high, the leader is accepted or liked) or unfavorable situation, the task-oriented leader does best. While in the neither rejected or accepted situation, the employee-oriented leader

performs best.

In all, we can see that there is no one leadership style is absolutely better than the other (task-oriented or employee-oriented) ---it all depends. Different task structure arrangement accords with appropriate leadership strategy is possibly the best solution for seeking higher job satisfaction and performance.

## PART II

### I. The problem of perception

Perception is an important problem in the leader-member relations. This is because everyone has different modes of perceive reality (mainly due to the family, education, social and culture background). Specifically, the situational and organizational factors will influence on perception, and perception, in turn, will influence on interpersonal adjustment. Also, one's own place in the organization (status or role) will influence his self-perception. Further, we are very used to be narrow-minded to judging people. The common mistakes are: stereotyping (categorizing people and assuming people in the same category have the same universified characteristics); halo effect (only use one trait as the basis for the judgement of someone's whole personality); project and defense mechanism (defend oneself from feeling of guilty or failure by either blame onto someone else or distort the fact).

Accordingly, a leader must be aware of these pitfalls and try to analyze, evaluate himself first and then keep his judgement of subordinates openly until he gets more evidence in order to reducing