

The Effect of Agile Leadership In Motivation and Increasing Job Satisfaction In Public Organization (A field study of Employees in Department of Posts)

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Abstract

The study aims, through review of various literature, to know the effect of agile leadership as an independent variable in the Dynamic Environment organization like Postal Department situated in Jabalpur, and then try to come up with a recommendations that contribute to motivation, enthusiasm and enhance Job satisfaction that help increasing work efficiency of employee in the researched organization. The research is made to examine how agile leadership practices may support and enhance motivation and job satisfaction of employees in organization. In other words, the purpose of this study is to know how leadership plays a role that may lead to good team outcomes such as building stronger relationships among team members or enhanced team performance and job satisfaction. Previous research has highlighted the significance of trust in dynamic teams, but little has been written about how dynamic methods might improve enthusiasm or reduce complaints among team members, that are a motivation for this study. The researcher adopted descriptive approach to study the subject. This is a conceptual paper. The findings of this study are based on the opinions of other researcher, personal experiences, review of literature and subject experts. Secondary Data was collected from various sources like reports, journals, articles, books, magazines, newspapers, websites, etc.

The researchers who are interested in modern administrative literature may get help to meet the solution of the research problem. The research study can also open the door for researchers to opt towards future studies and research on the role and impact of leadership in motivation and increasing Job satisfaction in Organisation. The findings of this research demonstrate that leadership has a full intermediary effect on the organizational environment to perform result oriented work. A set of recommendations may be given by studying this subject, the most important of which is to pay attention to leadership, in particular in

government institutions, because of their importance, employees may be motivated, quality of services of the organisations may be improved and job satisfaction of employees be increased.

Keywords: *Agile Leadership, Motivation, Job Satisfaction*

1. Introduction

An organisational environment is an environment that is changing according to department or services. To keep pace with other organisations, service sectors have to adjust quickly to changes and enhance new ideas, implement new services to keep up with technology and new trends. Administrators must react quickly and department must be adaptable to react. Today's business environment is by and large very dynamic. Technology, customer's tastes, rules and regulations, political pioneers, and global conditions are all changing quickly and dramatically. Now a day's environment is characterized by static turmoil and the issues of getting all kinds of resources within the cycle of environmental uncertain conditions. Organizations need good leaders that empathetically understand the environment and harmonize with it with awareness, having future vision and abilities to handle its issues.

According to Akkaya, B., et al, 2020, agile leadership has 6 measurements. These are to be team collaboration, competency, flexibility, quickness, changed oriented, result oriented. These measurements are briefed as under:-

1.1 Team Collaboration

The agile leader inspires, gathered willingly and motivates his/her groups and empowers its teams and

intimates them about innovative technology and the environment. (Bass, B. L. 2019).

Agile leader makes a team that is collaborative, efficient and systematic knows that agility can be accomplished with team spirit (Atkinson, J. 1984).

1.2 Competency

Competency is the ability of an agile administrator that easily adjusts to changes both in inner and outside of organizations. Building Trust in administrators through Agile Practices.

Competency is the abilities, knowledge and skills needed to recognize market out comes, make a vision to capitalize on these opportunities, and plan realistic procedures to generate departmental and stakeholder value (Dragoni, L., et al 2011).

1.3 Flexibility

The innovative technology used by the organization may change the places, location or work of the employees and staff may change, the services provided or used may change, the administrators may change (Tessem, B. 2014).

1.4 Quickness

It is critical for department to be capable of responding quickly to survive in today's competitive environment, particularly in terms of the ability to enhance new information and knowledge in the face of change and the capability to innovate.

1.5 Changed Oriented

Now days, in questionable and turbulent environment in which communication and messaging systems are changing rapidly it is an inescapable result that organizations will also change. For this reason, being centered on change and change oriented is one of the basic necessity for organizations to proceed their survival. The agile leader adapts and adjusts with innovations and changes.

1.6 Result Oriented

An agile leader is one who quickly implements the basic directions by focusing on the conclusion of the task or project s/he is working on. Unfinished works and project, uncompleted tasks, tactics and policies, ineffective and inefficient or wasteful ways of doing business mean non compliance or failure for the agile leader. Therefore,

agile leader ought to be result oriented (Highsmith, J. 2009).

On the basis of study we may know how agile leadership plays a role that may lead to good team outcomes such as building stronger relationships among team members or enhanced team performance with job satisfaction. Previous research has highlighted the significance of trust in agile teams, but little has been written about how agile methods might improve enthusiasm and Job satisfaction among team members, that is a motivation for this study.

2. Literature Review

Buhler, 2010, observed that agile leader motivate and keep readiness to change that improve the dynamic efficiency of organisations. An agile leader who has many skills with flexibility and speed can facilitate the accomplishment of the success of larger organisations and ready to face the challenges of the world today. The findings of study are needed to contribute to department in empowering the growth and job satisfaction.

Horney, N.et al 2010, found in his study that agile leader takes into account natural and unpredictable organizational conditions and adjust to changes and can expect, anticipate and react to changes. This adjustment is called flexibility skill of agile leader Competency. Agile leadership helps changing the mindset of employees towards positive and energetic directions that enhances the satisfaction towards the working in organization.

Perker et al., 2015, said that Agile leader is one who can direct his team and regularly influence the team behavior by characterizing, spreading, and maintaining organizational vision Agile leaders are obsessed with giving more value to customers. He measured agile leadership as a capability to feel the sense of urgency and direction, difficult work ahead – sets desires and norms, shares accountability and mutual responsibility, effective in knowing issues and making decisions, commitment and trust among staffs.

Bligh, M. et al 2018, found that one of the most critical success factors for administrators and leaders is their readiness and capability to know from experience along with changes in the environment. And then to use that information that help learning to perform successfully in modern circumstances for agile management. At the organizational level, various ways of leadership exist to ensure the existence of the organization. Agile leadership is undoubtedly significant for organizational existence and sustainability in terms of the rapid speed of change. Additionally, in today's competitive market, employee engagement is important to increase organizational

productivity and healthy competitiveness, which is concerned with team performance that help in job satisfaction.

Denning, 2018, found in his study that in an agile organization, “customer focus” implies that everybody in the organization has a clear view to the genuine customers and can see whether their work includes value to the customer or not. The other dimensions of agile leadership involve customer-first mind-set, focus on the road map for the future, regular making of innovation, various paths to yes, readiness to take risks and acquire new skills, and turning organizational skills into new services.

Marquest, 2018 stated that agility is the key to stay in a business game. Leadership agility means agility in influencing people and makes a change. Agility is considered one of the great skills for current administrators.

Christopher M. 2000, observed that the fundamental ability of agile leadership can be realized by the utilization of suitable innovative technology and the harmony of all processes.

Fachrunnisa, O. et al 2020, found that the agile leader considers changing natural situation and adapts to them and foresees and reacts to changes.

Bulent Akkaya, 2023, said that Leadership abilities and qualities are constantly being supplanted by today’s energetic, dynamic, challenging and uncertain organizational situations. Leaders ought to be versatile and adaptive enough to change their activities and behaviors as situations change in order to be very effective.

Office administrators are nothing if not managed with versatile in nature, multi-tasking and time management skills, too. They're able to keep up with and arrange quickly to competing priorities in fast-paced environments, keeping not only themselves managed, but other team members, too.

3. Motivation

It is described as all inner and external driving forces that makes the people to perform an action. It decides the limits and shape of activity and give its actions oriented result towards accomplishing certain objectives [Duică, 2008: 142]. The question is whether the inspiration really has an impact on individual’s performance at work. Research concludes that in fact there is a strong relationship between motivation and performance [Deci & Gagne, 2005].

4. Job satisfaction

Job satisfaction is described as the pleasurable or positive enthusiastic condition coming from the appraisal

of one’s job or work involvement (Locke, 1976). McShane and Steen (2009) define job satisfaction as “a collection of attitudes about different aspects of the job and work context”. Jafar et al. (2010) listed five major aspects of job satisfaction: Job itself, colleagues, salary, promotions and supervisors.

5. Objectives of the Study

The objectives of the effect of Agile Leadership in Motivation and Increasing Job Satisfaction in Organization are as under:-

1. To create conditions for teams to adapt fast, constantly learn, make experiments, and refine ideas.
2. To motivate employee for continuous learning and improvement.
3. To embrace failures as opportunities for growth.
4. To inspire their teams to seek innovative solutions, adapt to change, strive for excellence and thus increase job satisfaction

The purpose of this study is to find out the effect of agile leadership in motivation and increasing level of job satisfaction of public sector employees and to make comparisons according to their demographic characteristics. The following research questions were developed to guide the study:

1. What is the effect of agile leadership in motivation and increasing level of job satisfaction of public sector employees?
2. Is there any difference between the levels of job satisfaction when comparing to the public employees’ demographic characteristics accordingly?

6. Hypothesis

To give a proper direction to the study, the following working hypotheses have been framed.

Ho. There is no significant effect of agile leadership in motivation and increasing level of job satisfaction of employees of Department of posts in Jabalpur Division.

H1. There is significant effect of agile leadership in motivation and increasing level of job satisfaction of employees of Department of posts in Jabalpur Division.

7. Research Methodology

This research has been carried out using quantitative method. The questionnaire was conducted on a sample of 267 employees from Postal Department in Jabalpur.

Using descriptive survey design, the sample of the study is 267 public employees working in the various branches in public offices namely post office located in Jabalpur. The study held in 05 governmental offices of the province.

Table 1 shows the names of the branches and the distribution of the sample.

Table 1. Branches of Postal Department

Name of Branch	N	%
Mail	74	27.78
Saving Bank	44	16.67
Postal Life Insurance	37	13.33
Administration	74	27.78
Accounts	38	14.44
Total	267	100

The questionnaire method was used and data was collected. The data was specifically designed and divided into two parts. The first one regarding information such as age, gender, seniority, position, qualification, and so on. The second part contained a scale involving 20 items with five-point Likert is used. The Likert scale was based on Herzberg's two factor theory and was generated by Kuzgun et al. (1998) in 1998. The purpose of the scale was to measure the level of happiness of individuals to be a family of their current job. The scale contains two factors: the former factor is called as *conformity to properties* and the second one is called as *motivation*. First factor consists of questions to find out how much the employees and their work fit to each other. In this point of view Robbins et al. (1998) emphasizes the significance of capability-job fit, rather than pure measurement of capability, as being a significant factor of job performance and satisfaction. The second factor includes questions concerned with self-development willingness of employees in their working. If employees want to progress in their current job then it indicates that there is a job satisfaction. The overall reliability co-efficient yielded an $r=0.86$ while first factor get $r=0.83$ and second one yielded an $r=0.76$ Cronbach Alpha. To calculate and analyse the scores a range table was shown in Table 2. As the scale having five-point Likert from 1 to 5 consists of 20 items, one can get the highest as 100 and the lowest score as 20 over the scale wholly. We partitioned this range (20 to 100) into 3 points as *low*, *middle* and *high*. The same process was also applied for the rest two factors.

Table 2. Job satisfaction score evaluation

items)	Conformity to properties (12 items)	Self-development tendency (8items)	Evaluation
20-46	12-27	8-18	Low
47-73	28-44	19-29	Middle
74-100	45-60	30-40	High

Data Analysis: Descriptive statistics like frequency, percentage, mean and standard deviation and for classification t-test and one-way Anova were applied to analyze the collected data. The data collected and observed statistically and found significant differences were shown or tabulated.

Results: The results of the analysis are mentioned as under. Demographic characteristics of employees are given in Table 3.

Table 3. Demographic characteristics of participants

	Number	Percentage (%)
Gender		
Female	54	20.0
Male	213	79.8
Total	267	100.0
Designation		
Clerk	208	77.9
Supervisor	41	15.4
Officer	18	6.7
Total	267	100.0
Qualification		
Middle School	7	2.6
10 th	93	34.8
12 th	47	17.6
College	120	44.9
Total	267	100.0
Seniority		
To 1 year	35	13.1
1-10 years	51	19.1
11-20 years	31	11.6
20-30 years	35	13.1
30 years above	115	43.1
Total	267	100.0
Age		
To 25 years	25	9.4
25-30 years	99	37.1
31-40 years	81	30.3
40 years above	62	23.2
Total	267	100.0

Research Question 1: What is the level of job satisfaction among public sector employees?

Table 4. Job satisfaction scores

N=267	SD	Mean Score	Evaluation (according to Table 2)
Job Satisfaction	14.71	68.45	Middle
1st factor: Conformity to properties	10.26	38.51	Middle
2nd factor: Motivation	6.37	29.94	Middle

Table 4 shows the mean scores of employees' job satisfaction and the other two factors. As shown in analysis, job satisfaction level is *middle*. The same result is also obtained for job satisfaction factors.

Research Question 2: Is there any difference between the levels of job satisfaction and of the rest two factors while comparing the public employees' demographic characteristics accordingly?

While comparing to two groups (gender) T test was used, one-way Anova was used while comparing more than two groups (designation, qualification, age, seniority etc), and Scheffe test was used to know which groups differ from each other.

Table 5 Comparisons according to position

	Mean scores according to position			Difference between	F	p
	Clerk	Supervisor	Officer			
Job satisfaction	66.75	73.05	77.56	Clerk X Officer	7.154	0.001
Conformity to properties	37.61	40.49	44.39	Clerk, Supervisor or X Officer	4.646	0.01
Motivation	29.15	32.56	33.17	Clerk, Supervisor or X Officer	7.757	0.001

After applying one-way Anova according to employees' position, statistically important differences were analysed for job satisfaction [F=7.154, p=0.001<0.05], *conformity to properties* [F=4.646, p=0.010<0.05], and *motivation* [F=7.757, p=0.001<0.05]. It is observed from the Table 5, officers job satisfaction score (77.56) is higher than that of clerk's (66.75). In

addition to this, mean scores of officers and supervisors are higher than that of clerks for conformity to properties and motivation. According to these findings it can be said that the higher the position the higher the job satisfaction level.

Table 6. Comparisons according to Qualification

Self-development tendency	Mean score	Difference between	F	p
Middle School	25.00	Middle School X 10th, College	2.807	0.040
10 th	29.06			
12 th	30.23			
College	30.80	AND 12 th X College		

Table 6 illustrated the observed significant differences statistically when comparing mean scores according to qualification. Differences were observed for *motivation* factor [F=2.807, p=0.040<0.05]. There are differences between mean scores of employees having middle school qualification and employees having 10th qualification. The same result obtained between 10th school and college, and between 12th and college level. This means that educationally qualified employees have higher mean scores. In short result indicates that the higher the qualification the greater mean score for motivation.

8. Conclusion

In this study it is found out that the level of employees' job satisfaction was *middle*. The same result remained valid for the rest two factors: *Conformity to properties* and *the motivation*. It was observed that the higher the designation or qualification, the greater the job satisfaction level. The strong side of the study is that number of employees gave responses was quiet adequate. Thus it can be said that this study is meaningful and important for the public sectors.

The most important conclusions that emerged as a result of the statistical analyzes made by the researcher, namely: There is very strong importance at the macro level of agile leadership in changing environment addressed by the research and this is what was explained by the results of the statistical analysis. And a strong relationship of working between higher administrations and working individuals by paying attention to their opinions, listening to them, and participating in difficult tasks, and this is confirmed by the results of statistical analysis. In handling emergency matters and making the right decisions for the benefit of work and working individuals, balance and calm in dealing with work problems of higher management, its modesty through discussion and dialogue with working individuals to find the best way to accomplish the work. It

also found ambiguity for working individuals and their lack of knowledge of the rules and work contexts, in addition to a weakness in the human resources management in the organization. The overlap of tasks and lack of specialization, causing confusion for working individuals and conflict in roles, in addition to narrow spaces for workplaces, created a stressful atmosphere for them.

9. Limitations

As far as limitations of the study are concerned, the data collected in only one department so one cannot generalize the findings to other government sectors of the country. Beside this we measured and concentrated only on one concept (job satisfaction) in this study. Future researchers may study more factors and analyse the relations between them in the public organisations.

9. Recommendations

The important recommendations will be presented based on the findings of the researcher, which are: The study of agile leadership indicators like team collaboration, competency, flexibility, quickness, changed oriented, result oriented in particular in Government institutions, because of their importance in their societal considerations that employees are motivated and job satisfaction increased. The Government must move the research community to focus on the importance and role of collective values and to demonstrate them effectively in exchange for respecting individual values and to make employees feel the pride they get when their personal values dissolve into collective values. Supervisors and officers should also play a role of agile leaders and pay attention to job pressure by taking training courses and workshops on how to motivate employee and adapt job pressure, work with efficiency to achieve the goals of the organization in a way that is an incentive to work and work to develop a precise system through the use of specialists in the field of administration for this purpose and to activate the method of placing the right person in the right place that help increasing job satisfaction.

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