

ABSTRACT

This research is aimed at investigating the effect of leadership styles of Middle level managers in Millat Tractors on the well-being of their subordinates. The impact of job performance and sense of meaningfulness of work in employees were examined on their subjective well-being. Leadership styles were measured through Multi-Factor Leadership Questionnaire (Bass, 1985), both rater and leader forms were used. Sense of meaningful-work was assessed through Spirituality at Work Questionnaire (Ashmos & Duchon, 2000). Work-performance was measured by Performance-Appraisal form of Millat Tractors. Study sample comprised of 50 followers/subordinates and 13 middle level managers from Millat Tractors Lahore. It was assumed that transformational leadership style has significant strong relationship with well-being of the followers than transactional leadership style. Meaningfulness of work and work- performance would be positively related with well-being of subordinates. Further, transformational leadership would be moderated by perceptions of meaningful-work and transactional leadership would be moderated by work performance. Furthermore, it was hypothesized that leaders would rate themselves higher on transformational than transactional leadership. Findings suggest that neither transformational nor transactional style of the managers as rated by followers was moderated by sense of meaningfulness of work among followers. Similarly, followers' performance did not moderate the relationship between the transactional leadership style and well-being. Transactional and transformational leadership styles were moderately related with each other, and the latter was related with well-being of followers as well. Subordinates' meaningfulness of work and sense of community at work-place were strongly correlation. Interestingly, work-performance of subordinates did not correlate with any of the psychological variables; well-being, meaningfulness of work and leadership styles. Leaders rated themselves significantly higher on both leadership styles than subordinates rated them. However, results showed that leaders rated themselves much higher on transformational leadership traits than transactional leadership as compared to their followers rating of the same.