

RESEARCH ARTICLE

Impact of Leadership Style on Employees' Performance of Transportation Sector

Raima Adeel ^{*1}, Muhammad Shaukat Malik², and Anjum Parvez³

^{1,2} *Bahaudin Zakariya University, Multan*

³ *Sardar Bahadur Khan Women University, Quetta*

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Abstract: This study aims to examine perceptions of leadership style among transportation sector employees as a possible mediator between the supervisor's leadership style and internal and external aspects of employee satisfaction. The Multifactor Leadership Questionnaire (MLQ) was distributed to employees of transportation sector PIA and Railway in Multan, asking them to evaluate their supervisor's style of leadership. Employees were asked to report their perceptions of leadership style, their satisfaction level and about their performance by using the scale. The research resulted in mixed findings, i.e., task leadership has an influence on the performance of employees but the relational leadership does not influence the performance rating in the transportation sector. Employees' satisfaction has its positive impact on the rating of employee performance.

Keywords: Leadership styles; employee satisfaction; employees performance
JEL Classification Codes: M12

*raimaadeel@bzu.edu.pk

1 Introduction

Leadership style and employee performance are theoretically linked with organizational effectiveness. The relationship of leadership style and employees' performance has received considerable attention by the organizations. "This relationship reveals the level of agreement of employees with norms to which they are required to perform (Belias & Koustelious, 2014)". It is not quite enough for the organization to have an effective leadership style in the organization for getting the maximum efficiency of employees, they also should be counted to good leaders for implementing these styles of leading. Better performance can only be achieved when there is some reasonable understanding and social exchange between managers and employees.

Employees having commitment towards their leaders is not a reflexive role but rather than they are based on equality, equity of exchange and hope, and it is modernized over time. Although it has always been suggested that the impact of leadership style is measured only on corporation sectors. Previous studies show that leadership style was only a matter of banks, hospitals, industries and multinational companies. But current study investigates how leadership style impacts employees' performance of transportation sector.

Transportation zone is a significant component of the economy and a vital instrument used for the growth. High compact infrastructure of transportation and high connected networks are usually associated with high levels of development and growth. When transport systems are well organized and resourceful of any country, they provide financial and social opportunities and settlement that result in optimistic effects such as employment and supplementary investment and enhance accessibility to markets. The importance of transportation sector cannot be denied. Transportation sector is providing massive employment for the country. A huge number of direct and indirect employments are allied with transportation sector.

The objective of our research work is to realize that transportation sector is also important for evaluating the performance of employees. We want to explore the fact that leadership style in the transportation is also impacted. We want to know that how leaders in transportation sector are going to lead their employees and what are the effects of that leadership style on the way of doing work efficiently by employees. And either the employees are satisfied by that style or not.

1.1 Importance and significance

The study is significant to analyze the impact of leadership style on employee performance. study has observed that leaders and leadership style in organizations have affected the ability of their employees to achieve corporate goals and objectives. The research is also significant and taken to investigate and understand the influence of different leadership styles (autocratic, democratic and laissez-faire) and their effects on employee performance in organization.

1.2 Objectives

1. To examine the impact of Democratic Leadership Style on Employee Performance.
2. To examine the impact of Autocratic Leadership Style on Employee Performance.
3. To examine the impact of Laissez-Faire Leadership Style on Employee Performance.

1.3 Research questions

The research questions of the study are given below:

1. What is the relationship between leadership styles perception and employee performance?
2. How the leadership style affects the employee satisfaction and performance in a positive way?

2 Literature Review

Present day business associations are progressively mindful of the significance to take stable and advance representatives' prosperity so as to expand and sustain passive improvements (Nielsen et al., 2017). Although, the relentless and progressively tough situations wherein associations work interest for consistent advancement (Reuveni & Vashdi, 2015) and execution (Nielsen et al., 2017).

It tends to be seen that presenting the advancement yields is a cycle inside the firm, factors from outside of the firm, particularly from clients are likewise significant. These components have a basic part in age and appropriation of developments. Advancement has been utilized like item, cycle, showcasing and hierarchical development. One of the primary exploration zones in advancement artistic work needs to discover connection between development age and firm execution (Hanif et al., 2017).

As it were, for powerful execution, associations need individuals being able to bring advancement, capacity to face challenge, proactiveness and information of the board abilities (Hanif & Gul, 2017). Various researchers explore the consequence of worldwide business enterprise directions and information the board cycle on firm execution in banking segment. Banks are viewed as information plentiful establishments that rely on a ton of information (Hanif & Irshad, 2018).

2.1 Leadership Style

Leadership is the ability of any person to guide group towards shared goals (Bryman, 1992). It is considered to be a detrimental factor that majorly influences the performance of employees and managers of the organizations (Wang et al., 2005). Previous studies tried to define effective leadership styles and tried to present them with organizational outcomes (Blake & Mouton, 1964).

2.2 Task Leadership Style

Wang and Guan (2018) discussed that task-oriented leaders have all the power of decisions in an organization and make decisions depending on their thoughts and preferences and do permit subordinates to involve in decision making.

Specific to the current study, there is research that leaders exhibit the task leadership style that is considered the most essential style approached by leaders. It is indicated that employees are most satisfied and performed better when they recognize their supervisors are exhibiting task-oriented behaviors (Pfeffer & Salancik, 1975). "It also defines a simple thing done by leaders (Fleishman, 1991), as a form of influence (Hersey, 1984) and has

the ability of leaders to guide followers toward shared goals that they want to achieved (Bryman, 1992)."

2.3 Relational Leadership style

According to Drath (2001); Murell (1997), the word relation is quite different from the term leadership, it is used to explain something else from leadership. But there is a view that leadership and association as human social and behavior construction that emanate from the rich associations and interdependencies of organizations and their members (Bradbury and Lichtenstein, 2000; Murell, et al., 1997). (Dachler & Hosking, 1995) applied to leadership, a relational leadership style is not just only focusing on identifying characteristics and attributes of individuals who are involved in leadership behaviors; Mindel said in 1995 "it is pressuring on the social construction processes by which certain understandings of leadership approach about and are given fortunate ontology."

2.4 Employee performance

According to Mathis (2020), employee performance means level of participation of an employee of the organization. Murray (1999) proposed that leaders who have task-oriented leadership styles emphasize on particular tasks and expect employees to accomplish well on standards of quality and achievement time. At the same time, the managers manage to be task-oriented, the higher the level of compliance with labor processes is required, and the more they manage to discuss with employees about tasks and work these processes (Yukl, 2012).

Al-Sada et al. (2017) claim that job satisfaction has a positive relationship with organizational commitment. Hall (2018) defined that performance of an employee is the achievements of those tasks that have been targeted and explained three components in employee performance, first is task performance which means employee level of participation to the working of an organization, which means actions that are part of recognized incentive system. Second is contextual performance, it consists of employee behavior that props up the firm social and psychological environment, which ultimately adds to firm performance. Third is adaptive performance, it is the employees' ability to tenacity the unseen and surprising situations in his work, and adjustments to the changes and innovations that occur in firm.

2.5 Internal satisfaction

Many organizations these days, especially private and public organizations, are trying their best to take stepladder that increases employee's internal satisfaction. According to Spector (1997), internal satisfaction is the agreement of an employee toward the job. It is the degree to which employees do like and engaged with his job.

Internal satisfaction can define an employee positive or negative attitude towards his job (Greenberg 2003). Gibson (2000) explained internal satisfaction as the employee's attitude towards their work. Internally satisfied employees would give full inputs to their organization and also given high value of values to the organization (Kohli & Jaworski, 1990). Herzberg (1959) studied on accountants and engineers and provided the concept

of internal satisfaction. He stated that internal job satisfaction were those aspects of work which were native to the employee and tended to support their feelings in their work.

2.6 External Satisfaction

Satisfaction is a most important factor among staff at public & private organizations. External satisfaction is located as an external feeling that is created by various elements at work environment (Spector et al., 1978). A person with high external satisfaction shows positive behavior towards his or her job while a person who is not satisfied shows negative behavior towards his or her job. "The researcher found that work environment is an important item of external satisfaction of employees (Herzberg, 1968; Spector, 2008)". The work situation, in the new research, was found to be better item of job satisfactions by the scholars (Reiner & Zhao, 1999). External satisfaction is also defined as a mixture of efforts which is produced by individuals after the completion of his or her needs in relation to work and his or her surroundings (Saiyaden, 1993).

2.7 Framework

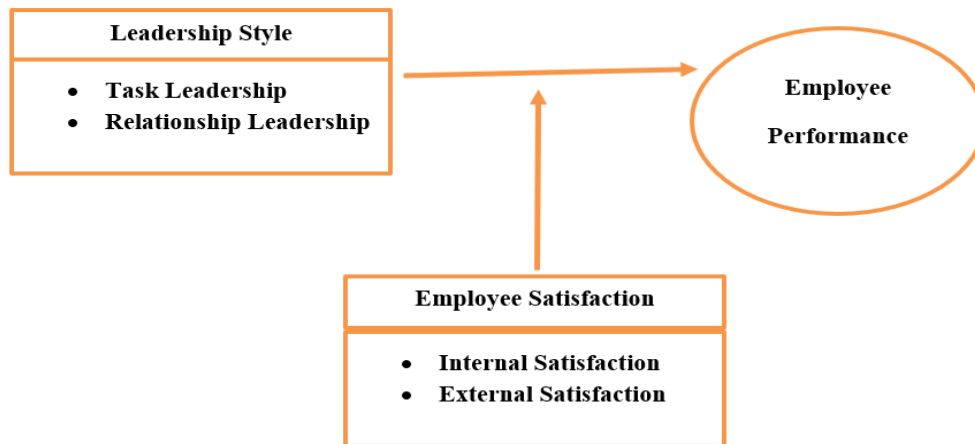


Figure 1: Framework

3 Methodology

3.1 Research Design

Questionnaire was used as an instrument to collect the data. Data were collected from the employees of transportation sectors including PIA and Railway. They were asked to fill the questionnaire by means of a Likert scale where they were expected to choose an option between strongly agrees and disagree. Quantitative research was taken by collecting numerical data that is analyzed by using mathematically based methods for explaining the phenomena.

3.2 Sampling

A Non-Probability Sampling technique, i.e., Convenience sampling is followed for the current study in which participants were asked to fill the questionnaires. People being targeted for our observation were 155. We have just measured the results from 203 employees; the rest of questionnaires have been rejected.

3.3 Measurement

Impact of leadership style was measured using a questionnaire developed by Paul and Madlock (2012), using a five-point Likert scales ranged from one (strongly agree) to five (strongly disagree). Participants were asked to rate 21 items that are captured the influence of leadership style on the performance of employees and also on the level of satisfaction that employees had relating to the organization. There were 11 items measuring the participants' perception of their leaders. Eight questions were relating to the task leadership style and seven questions were asked to know the relational leadership style impact on employee's performance.

4 Analysis

4.1 Respondents' Profile

The demographic data of our respondents and qualification presented in following table and pie charts.

| Variables | Category | Frequency |
|------------------|--------------|-----------|
| AGE | UNDER 20 | 6 |
| | 21-29 | 86 |
| | 30-39 | 44 |
| | 40-49 | 18 |
| | 50-ABOVE | 1 |
| GENDER | MALE | 145 |
| | FEMALE | 10 |
| INCOME | BELOW 20000 | 48 |
| | 20001-40000 | 67 |
| | 40001-60000 | 13 |
| | 60001-80000 | 22 |
| | ABOVE 80001 | 5 |
| EDUCATION | UNDER MATRIC | 16 |
| | INTER | 90 |
| | BACHELOR | 44 |
| | MASTER | 5 |

4.2 Reliability Analysis

Reliability analysis shows the different values of alpha in which relation leadership is .751 and task leadership style is .818 that is more than acceptable. And the alpha of internal satisfaction .765 and the external satisfaction .919 advised that acceptable value is .50 by Nunnally (1970) and viewpoint has 0.645 which is proposed by Moss et al. (1998).

| Variables | Items | Factor loading | %Variance | Alpha |
|------------------------------|--|----------------|--------------|--------------|
| Task leadership | | | 34.31 | 0.818 |
| 1 | Defines role responsibilities for each group member. | 0.784 | | |
| 2 | Makes suggestions on how to solve problems. | 0.762 | | |
| 3 | Sets standards of performance for group members | 0.747 | | |
| 4 | Makes his or her perspective clear to others. | 0.742 | | |
| 5 | Provides a plan for how the work is to be done | 0.65 | | |
| 6 | Develops a plan of action for the group | 0.644 | | |
| Relation leadership | | | 21.34 | 0.751 |
| 1 | Responds favorably to suggestions made by others. | 0.85 | | |
| 2 | Helps others feel comfortable in the group | 0.8 | | |
| 3 | shows concern for the personal well-being of others | 0.702 | | |
| 4 | Acts friendly with members of the group. | 0.615 | | |
| 5 | Treats others fairly. | 0.537 | | |
| Internal satisfaction | | | 40.5 | 0.765 |
| 1 | In terms of giving my decisions for application independence | 0.973 | | |
| 2 | In terms of making me busy all the time | 0.866 | | |
| 3 | In terms of having chance to sometimes make different things | 0.878 | | |
| 4 | in terms of having possibility to work alone. | 0.758 | | |

| Variables | Items | Factor loading | %Variance | Alpha |
|------------------------------|--|----------------|--------------|--------------|
| External satisfaction | | | 20 | 0.919 |
| 1 | In terms of quality at my superior's decision | 0.866 | | |
| 2 | Management way in terms of person at my superior's order | 0.855 | | |
| 3 | In terms of my preferment possibility in employment | 0.738 | | |
| Employees performance | | | 14.24 | 0.727 |
| 1 | My performance is better than colleagues of similar qualification | 0.872 | | |
| 2 | I am pleased for my performance because it is mostly good. | 0.761 | | |
| 3 | My performance is better than employees who have the same qualities in others institution. | 0.748 | | |
| Total | | | | 3.98 |

4.3 Hypotheses testing

4.4 Task leadership and employee performance

There is a significant correlation amongst task leadership and employee performance as beta coefficient value is .307 ($\beta = 0.307$), which represents by increase in one variable other variable will increase by .307 components. The positive sign shows that correlation amongst task leadership and employee performance is positive.

| | | Anova | | | | |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 9.973 | 1 | 9.973 | 15.972 | .000 ^b |
| | Residual | 95.532 | 153 | 0.624 | | |
| | Total | 105.504 | 154 | | | |

a. Dependent Variable: EPSfactor

b. Predictors: (Constant), TLSfactor

| Coefficients ^a | | | | | | |
|---------------------------|------------|------------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Co-efficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.197 | 0.206 | | 5.818 | 0 |
| | TLsfactor | 0.436 | 0.109 | 0.307 | 3.997 | 0 |

a. Dependent Variable: EPS factor

4.5 Relation leadership style and Employee's performance

P. value .096 shows significant correlation between relation leadership style and employee performance. The value of beta coefficient is $-.134$ ($\beta = -.134$), which means increase in one unit of task leadership decreases employee performance by $-.134$ components. The negative sign shows that association between task leadership and employee performance is negative.

| Coefficients ^a | | | | | | |
|---------------------------|------------|------------------------------|------------|---------------------------|--------|-------|
| Model | | Unstandardized Co-efficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.425 | 0.274 | | 8.858 | 0 |
| | RLSfactors | -0.182 | 0.108 | -0.134 | -1.676 | 0.096 |

a. Dependent Variable: EPSfactor

| Anova | | | | | | |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.901 | 1 | 1.901 | 2.808 | .096 ^b |
| | Residual | 103.603 | 153 | 0.677 | | |
| | Total | 105.504 | 154 | | | |

4.6 Internal satisfaction and employee performance

P. value .000 shows there is significant relationship between moderating variable internal satisfaction and employee performance. Beta coefficient rate is $.408$ ($\beta = .408$), which means increase in internal satisfaction will increase employee performance by $.408$ units. The sign shows that relationship between task leadership and employee performance is positive.

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 17.598 | 1 | 17.598 | 30.629 | .000 ^b |
| | Residual | 87.907 | 153 | 0.575 | | |
| | Total | 105.504 | 154 | | | |

a. Dependent Variable: EPSfactor

b. Predictors: (Constant), ISfactor

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.125 | 0.166 | | 6.773 | 0 |
| | ISfactor | 0.293 | 0.053 | 0.408 | 5.534 | 0 |

a. Dependent Variable: EPSfactor

4.7 External satisfaction and employee performance

We can say there is meaningful correlation in the middle of our moderating variable external satisfaction and dependent variable employee performance as P. value is less than 0.05(p=0.014) which indicates that there less than 2% chances of our calculated results being wrong. The beta coefficient value is .197 ($\beta = .197$), which represents increase in single unit of external satisfaction increases employee performance by .197 units. The beta value shows that relationship between task leadership and employee performance is positive.

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 4.091 | 1 | 4.091 | 6.172 | .014 ^b |
| | Residual | 101.414 | 153 | 0.663 | | |
| | Total | 105.504 | 154 | | | |

a. Dependent Variable: EPSfactor

b. Predictors: (Constant), ESfactor

| Model | | Coefficients ^a | | | t | Sig. |
|-------|------------|---------------------------|------------|--------------|-------|-------|
| | | Unstandardized Co- | | Standardized | | |
| | | efficients | | Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.596 | 0.168 | | 9.507 | 0 |
| | ESfactor | 0.184 | 0.074 | 0.197 | 2.484 | 0.014 |

a. Dependent Variable: EPSfactor

4.8 Results

Based on the regression results, it is also acceptable that if an organization wants to increase the performance ratings of its organization, then it has to focus on the factors considered for improving the external satisfaction among the employees. The role of a leader of any organization is much more important at any cost if the organization believes that it has to require a good performance rating from its employees. Before implementing any leadership style, the organization must be careful about the employees, whether it will be good for them, and influence them positively or not. One thing more on which the organizations should focus is that either this style will give them satisfaction or create some dissatisfaction.

5 Discussion

Our purpose in conducting this research is to explore the relation and impact of leadership style on the performance of employees. It is a struggle to know how the leadership styles affect the performance ratings of employees. Our first hypothesis is that task leadership style leads to an increase in the employees' performance. We have found from the above analysis that there is a close association between our independent variable, which is task leadership style, and the dependent variable, which is employee performance. Our analysis shows that there is a strong impact on the employees' performance by the task leadership style. Task-oriented leadership style widely controls the behaviors, motivations, and way of doing work. Therefore, our results predict the most accurate results because they are also confirmed from the previous results. Our second hypothesis is about relational leadership style and employees' performance that they have positive relations, but analysis shows that they are not going to influence each other. It is against our expectations, and our hypothesis is rejected here. But we have found new results that in the transportation sector, our research target, employees do not show any positive results when they are led under some relationship techniques. It is a new and unique outcome because previous studies have always shown positive results for both of these variables. Our third hypothesis is about the internal satisfaction of employees have a positive impact on the performance ratings of employees. Our analysis strongly supports our hypothesis. Our results give us evidence that when the employees of an organization are highly internally satisfied, then they are more motivated towards showing good and better performance. Indeed, M Mansoor & D Tayib (2010), have shown that there are some significant correlations between the organizational culture and employees job satisfaction which are some considerable factors for the

organization for raising the performance of employees. It is the evidence that our research is as authentic as the previous researches. Our fourth hypothesis is also about moderating variable which is external satisfaction and we relate it with employees' performance. We hypothesized that external satisfaction is a cause for employees to perform better. It increases their potential for good performance. This research has extended the results of the study of Akyol (2014), whose had detected that external satisfaction factors like wages, rewards, promotion chances, etc., positively affected the performance senses.

5.1 Conclusion

Our research is authentic, and it measures all the aspects which we were expected as we take the leadership style of an organization as an independent variable and employees' performance as a dependent variable. Here we take two dimensions of leadership style; the first one is the task leadership style which is related to following the structured procedure to achieve their goals, the tool which is responsible for measuring the employees' performance is focusing on the task. Still, in relational leadership style, the relation of employees towards their leaders, supervisor, and directors is also counted on the performance of employees. In our research, we want to know the impact of both these styles on the employees' performance. For measuring our results, we choose the transportation sector. This sector has never been selected for evaluating the performance of the employees. While if we see it as general, we come to know that employees are widely affected by the leadership style they are going to lead regarding their performances. We chose two sectors, the transportation sector and PIA, as our target sectors. We concluded from our research that task leadership style is widely influenced on the performance of employees positively in the perspective of Pakistan sectors. If there is a highly structured and organized style for monitoring and directing the employees, they will perform better. So we can say that those organizations that set their leading style according to the task leadership style will offer more performance ratings from their employees. But if we see the second dimension of leadership style, the relational leadership style, then we come to know that it has no impact on employees' ratings. It is the result of our research that according to the perspective of Pakistan, the relations of an employee's towards his leader are not an effective tool for influencing his performance. While we see on the previous research, we come to know that the relationship of employees with his boss has much more influence on his rating of performance and it is being positively affected on him. It means that if he has good relations with his boss, he performs better, and his performance rating will be high compared to those who have nil or no connection with their boss. It is new findings of our work that according to the perspective of the transportation sector of Pakistan, employees do not influence their performance due to relational leadership style. Leadership style impact and employees' performance will only have some relations when the employees feel satisfaction. So here, the employee's satisfaction is considered as the moderating variable, which is moderated by both these variables. We also concluded from our research work that two dimensions of employee satisfaction, internal and external satisfaction, will be considered for measuring the results. The results were that if there is high internal satisfaction regarding the acceptance, comfortable work environment, working hours, the load of work, and friendly surrounding, there are more chances that your leadership style is effective. The same results were concluded for the external satisfaction that if there is high external satis-

faction, then there are more chances for enhancing the employees' performance. External satisfaction is related to the pay rates, bonuses, rewards for their performance, etc.

The result of this paper contributes to the thoughtful of better relationship of Leadership style of any organization and performance consequences of its employees. This research has been conducted on the transportation sector which has never being targeted for this type of research.

5.2 Practical Implication

Managers should consider the advantages and disadvantages of different leadership styles as they may be affecting the satisfaction level and performance rating of employees. Our research findings can be a cause to improve the economic condition of any organization because it gives them guidance to choose the most appropriate way of leading to the employees for increasing their performance rating.

5.3 Limitations

The current study, like any other research, has some limitations. First of all, our target sector is only the transportation of Multan city. Due to which our sample size is small. If our sample size would be greater than there could be more chances of better results. Secondly, due to time and financial constraints, we could not collect data from other cities like Lahore and Karachi, etc.

5.4 Future directions

We have conducted a correlation study which is only measured the relationship and direction of relationship between the variables. For future researches, we recommend conducting a study using large size sample and better techniques. It will lead them to find better results about the dimension and factors of influencing of leadership style. The advantage of this kind of research will be that we can find the most authenticate reasons that how the leadership style is influencing in employees' performance.

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