

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Impact of Leadership Styles (Transformational and Transactional Leadership) on Employees Job Satisfaction in the Banking Sector of District Kotli, Pakistan

Muhammad Adeel

Student, University of Azad Jammu and Kashmir, Muzaffarabad, Pakistan

Uzma Hashmi

Student, University of Azad Jammu and Kashmir, Muzaffarabad, Pakistan

Zafar Iqbal

Lecturer, University of Management Sciences and Information Technology, Kotli, Pakistan

Abstract:

The aim of this research project was to examine the impact of leadership styles (transformational and transactional leadership) on employee's job satisfaction in the banking sector of District Kotli (A.K). A five point Likert scale questionnaire consisting of 20 items divided into four parts (Demographics, Transactional Leadership, Transformational Leadership and Employees Job Satisfaction) adapted from previous studies was used. Different banks of District Kotli were selected on the basis of simple random sampling. A total 100 questionnaire were distributed, out of which 88 were returned back and showing the 88% response rate. Data was analyzed by applying the Pearson correlation and regression analysis with the help of SPSS. The results of this research indicate that transformational and transactional leadership styles have a positive and significant relationship with employee's job satisfaction. But transactional leadership style is less significant than transformational leadership style. Results also reveal that due to changing trends and emerging economy leaders change their leadership styles according to the situation. They mostly try to adopt the charismatic leadership style for inspiring and motivating their employees for achieving organizational goals and objectives effectively and efficiently.

Keywords: *Leader, leadership, leadership styles, transformational leadership, transactional leadership, employees job satisfaction*

1. Introduction

Leaders are the essential part of every organization and their importance cannot be denied. Effective leadership plays a very essential role in motivating and satisfying employees with their jobs for achieving organizational goals efficiently and effectively. Mintzberg (2010) stated that leadership is a symbol of trust which comes from the respect of others. However, leaders are important tool of the organization which enhance the production and profitability and bring innovation in the organization, but the success of organization depends upon the leadership style and the supportive culture of the organization which created for employees to perform well in order to cope with this competitive environment.

Leaders and their leadership styles play a very important role in achieving organizational goals and objectives successfully (Voon, Lo, Ngui, and Ayob, 2011). Research have been conducted about the leadership styles all over the world which explains different leadership styles such as autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership but transactional and transformational leadership styles are the most important and related with employee's job satisfaction. Transformational leadership states that the relationship among manager and employees is based on common trust and illustrates the factors like charisma, intellectual stimulation, inspiration, and individual consideration whereas transactional leadership states the relationship among manager and employees on agreement. Javid & Farooqi (2013) argued that transformational leadership is the influencing process which influence the attitude and behaviors of employees and inspire them for the well-being of organization and also for their self-interest and build commitment towards organizational goals and objectives. Literature on previous studies argued that transformational leadership style has a significant and positive relationship with employee's job satisfaction than transactional leadership style (Javed et al., 2014). This study focused on transformational and transactional leadership styles and their impact on employee's job satisfaction.

This research used banking sector because in Pakistan this sector has been increased day by day. In this sector, many educated population is working so job satisfaction is very important for them. This study focused on the banking employees of district Kotli only. The banking sector of Pakistan as well as Azad Kashmir is expanded gradually and due to this expansion competition is also increased. So, employee's job satisfaction is important for maintaining their position in this growing sector. Many factors affect the

employee's job satisfaction in the banking sector but the most important factor is its leaders who influence employee's behavior in the organization.

1.1. Problem Statement

Previous studies have been conducted on developed countries regarding transformational and transactional leadership styles and their impact on employee's job satisfaction but limited research has been conducted in developing countries like Pakistan. This raises the problem of which leadership style is best suited and which leadership practices should be adopted in different branches of banks in order to achieve organizational goals and objectives and how to ensure employees job satisfaction. Job satisfaction of banking employees in Kotli (A.K) has been observed as an ultimate outcome of leadership styles. Hence, the purpose of this study is to identify the impact of transformational and transactional leadership styles on employee's job satisfaction in commercial banks of district Kotli (A.K).

1.2. Research Objectives

The objective of this research was to analyze the impact of leadership styles (transformational and transactional leadership) on employee's job satisfaction with a meticulous reference to the group of study. The other objectives include:

- 1) To determine the impact of transactional leadership style on employee's job satisfaction.
- 2) To analyze the impact of transformational leadership style on employee's job satisfaction.
- 3) To examine the relationship between transactional, transformational leadership styles and employee's job satisfaction.

1.3. Research Questions

This research illustrated the following questions:

- 1) Does transactional leadership style have a significant relationship with employee's job satisfaction?
- 2) Does transformational leadership style have a significant relationship with employee's job satisfaction?
- 3) What is the relationship between leadership styles and employee's job satisfaction?

1.4. Significance of the Study

The outcome of this research will serve as a basis of policy guidance to the study organization as banking sector in district Kotli and also provide essential encouragement for increasing employee's job satisfaction. This study will help the organizations to have effective leaders for motivating employees. The research will also guide the employees to identify their roles and responsibilities in the organization from leadership.

In today's competitive environment this research will build the capacity of both management and employees to increase the performance of employees by satisfying and motivating them. At the end, this study will contribute significantly to guide the future researchers on leadership style and employees job satisfaction.

1.5. Limitations of the Study

There are some limitations in this research which must be discussed. The participants of this study were the banking employees of district Kotli only. Hence its scope is limited to district Kotli. This research covers the 100 employees only to get the results. Due to time constraints sample size was very small for conducting the research and going through the available literature. This study was cross-sectional because data was gathered for one time.

2. Literature Review

2.1. Leadership

According to (Belonio, 2012) leadership is an influence relationship of leaders and followers to achieve the organizational goals. Leadership means to use the leading strategy for motivating, inspiring and directing others to enhance their potential for accomplishment of corporate objectives, growth and development. Leaders determine organizations culture, norms and values, standards, employee motivation, issues and change arise in the working environment and affects employees' behavior, emotions and performance (Belias & Koustelios, 2014).

In today's competitive world, success and failure of organization depends upon the effectiveness of leadership. As leaders play a vital role in boosting employee's job performance by engaging them with their jobs (Kehinde & Banjo, 2014). Therefore, researchers have different opinion about the effectiveness of leader's role in order to cope with the uncertain business environment, but many researchers agree that leader and their leadership styles play a vital role in organizational success and failure (Rasool et al., 2015).

2.2. Leadership Theories

There are many theories which were developed about the leadership which argued that the leadership styles vary from person to person and depend on situation (Rasool et al., 2015). In beginning` it was believed that leaders are born (Great Man theory, 1840s), but according to trait theory (1930s-1940s) it was believed that leaders are born or have been made with certain qualities, then some researchers presented behavioral theory (1940s-1950s) in reaction to trait theory, leaders have some behavior rather than traits. Then researchers presented contingency theory (1960s) which argued that leaders have neither single trait nor behavior which they use in certain critical situation. However, over the years new leadership theories of transactional and transformational have evolved among

management researchers (Rasool et al., 2015). Different theories explain leadership styles in many different ways, such as Great Man theory, Trait theory, Contingency theory and behavioral theories are called traditional theories. On the other hand, transactional and transformational theories are called new theories of leadership.

2.3. Leadership Styles

Voon et al. (2011) stated that leaders adopt different leadership styles for managing organizations. Research on leadership revealed that in every organization, cultures and working frames leaders adopt different leadership styles according to the situation they face. Due to the technological changes, several changes are happening in banking sector in terms of structure and organization (Belias & Koustelios, 2014). There are many different styles of leadership adopted by leaders but below two are most effective and commonly used nowadays (Bushra et al., 2011).

2.3.1. Transactional Leadership Style

This style is based on traditional, bureaucratic power and legitimacy. According to Ojkuko & Odetayo (2012) in transactional leadership style both management and employees get benefits, management in the form of achievement of targets and employees in the form of rewards. In transactional leadership style leaders focus on achievements and completion of work and clarify the subordinates what they want from them and what they will receive in return (Kehinde & Banjo, 2014).

2.3.2. Transformational Leadership Style

Burns (1978), presented the transformational leadership style. He argued that transformational leader is one who encourages the employees to boost up their perception, motivation, beliefs, morals and alliance with the organizations objectives. According to Bass (1998), transformational leaders are responsible for motivating employees to accept challenging goal through enthusiasm and optimism. Transformational leaders are very innovative, energetic and passionate. They internally motivate their employees by influencing their views, opinions, behaviors and attitudes (Rasool et al., 2015).

2.4. Job Satisfaction

Hoppock (1935), explained job satisfaction in his book as a theoretical construct. Job satisfaction is defined as the one's feeling or state of mind according to the nature of their work. A variety of factors affect the job satisfaction such as relationship of employees with their supervisors, proper working conditions and the quality of fulfillment of their task (Paracha et al., 2012). Rasool et al. (2015) stated that satisfied and committed employees always have higher job performance. Thus, organization needs to enhance the job performance of its employees for the betterment of the organization by motivating and creating a sense of commitment. However, Belonio (2012), argued that employees require the proper working conditions which encourage them to show the right attitude or behavior to their job.

2.5. Relationship between Leadership Styles and Employee's Job Satisfaction

Research on leadership styles and employees job satisfaction has examined that employee's job satisfaction and leadership styles have a strong positive relationship (Bayram & Dinc, 2015). Previous studies argued that organizations success depends on performance of satisfied employees, and employee's satisfaction is related to the leadership styles. Leadership style is the important key factor which determines the employee's job satisfaction. Characteristics of employees and leaders measure the reaction of employees towards their leaders (Hamidifar, 2010). Organizational internal environment such as culture, leadership styles and personal relationship influenced the employee's job satisfaction. Employees are highly satisfied with innovative and supportive leaders rather than critical and autocratic leaders. Job satisfaction increased when leadership style adopted by manager is according to the expectations of their workers and leader become closer to their employees. The leadership style which affect the job satisfaction should be supportive, participative, achievement oriented and instrumental (Baltaci, Kara, Tascan, and Avsalli, 2012). According to Belias & Koustelios (2014) leadership and employees job satisfaction has an interactive relationship. Leaders create such an environment which is supportive for employees to motivate them for their jobs. Research on leadership styles and employees job satisfaction revealed that two main types of leadership which influence job satisfaction of employees in the organization are transformational leadership and transactional leadership. The transformational leader is one who brings innovation and creation in the organization according to their own vision. While transactional leaders act within the existing culture (Turey, 2013).

2.6. Conceptual Framework

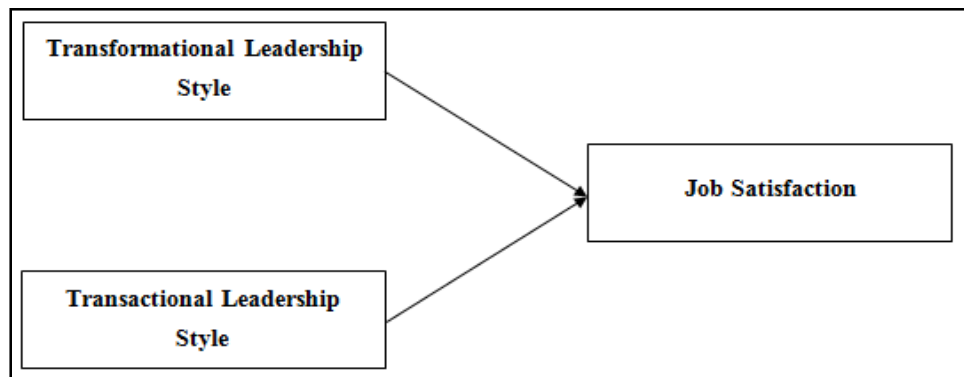


Figure 1

Leadership constructs adapted from (Darvish & Pour, 2013; Timothy et al., 2011) and Job Satisfaction construct adapted from (Arzi & Farahbod, 2014; Long et al., 2014) was used in this research. In this challenging environment job satisfaction is influenced by different leadership styles which have different effects. For organizational success creativity and innovation are the basic requirements, where transactional leadership style is less effective than transformational leadership style (Rasool et al., 2015). On the basis of previous research it is stated that leadership styles (transformational leadership style and transactional leadership style) has a positive and significant relationship with employee's job satisfaction.

2.7. Hypothesis Statement

- H₁: Transformational leadership style enhances employee's job satisfaction.
- H₂: Transactional leadership style enhances employee's job satisfaction.
- H₃: Leadership styles have a positive and significant relationship with employee's job satisfaction.

3. Methodology

3.1. Research Design

The aim of this study was to identify the impact of leadership styles on employee's job satisfaction working in the banking sector of district Kotli. However, the contribution of other factors is to enhancing the satisfaction of employees. In order to determine the relationship and recognize the impact of leadership styles on employees job satisfaction some statistical tools and techniques was used on data such as, Pearson correlation and regression analysis with the help of SPSS (Statistical Package for Social Sciences).

3.2. Type of the Study

This research was based on the positivistic approach derived from the ontological research philosophy. Ontology describes the choice of research approach, hence keeping in view the research questions and objectives i.e. generalization (Saunders et al., 2009). Further the research approach was explanatory that entails to explain causal relationship of variables (Rizal et al., 2014). Quantitative research approach was used in this research because it is the numerical representation that focuses on measuring positivist and objectivist of social reality (Wood and Welch, 2010).

3.3. Type of the Data

Primary and secondary data was used in this study. Primary source of data was simple random sampling method by structured research questionnaire and secondary data was through different articles, theories and research papers.

3.4. Population and Sample

Sampling criteria for this research was a simple random sampling because in this type of sampling there is an **equal chance** of selecting **each unit** from the total **population** being studied when choosing **sample** (Saunders et al., 2009). Respondents for there search was chosen randomly. The respondents were the employees of the banking sector of district Kotli. The purpose of choosing banking sector was that, this field is rapidly growing in Pakistan as well as in Azad Kashmir (A.K) and there is a regular interaction among employees and manager (leaders) and it has a direct impact on satisfaction of employees. However, due to the rapid change in banking sector managers often face problem in leadership styles and research in this field will provide fresh thoughts and insights about leadership styles and its impact on employee's job satisfaction.

The total population was 500 employees from different banks of district Kotli and a sample of 100 banking employees working in district Kotli was taken through simple random sampling. Out of which 88 questionnaires were returns back showing the 88% response rate.

3.5. Unit of Analysis

The unit of analysis and the unit of observation were the individuals of banking sector of district Kotli (A.K). This research used the cross-sectional quantitative research design.

3.6. Data Collection Methods

The principle data collection method was structured questionnaire chosen to determine the satisfaction of employees. It is argued that structured questionnaire is an effective way of data collection and variables are measured efficiently through questionnaire (Rasool et al., 2015). Through this method lot of time and cost can be saved. In this research, structured questionnaire was administered personally to the employees for gathering the relevant data.

3.7. Measurement of Variables

The transformational and transactional leadership styles was measured through Multifactor Leadership Questionnaire (MLQ) which was adapted from (Timothy et al., 2011) and job satisfaction was measured through Minnesota Satisfaction Questionnaire (MSQ) which was adapted from (Arzi and Farahbod, 2014; Bayram and Dinc, 2014 and Turey, 2013). The questionnaire was consisted of 20 questions of which 7 questions based on transformational leadership style, 7 questions was on transactional leadership styles and the remaining 6 questions was on employee's job satisfaction. The items which were used to measure the constructs were adapted from previous research but modified according to the context of the study. Each construct was measured by using a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

3.8. Reliability of Scales used in Questionnaire

Cronbach Alpha was used to check the reliability of variables used in questionnaire. Following table shows the reliability of scales through Cronbach Alpha

S. No	Scale	Cronbach Alpha	No. of Items
1	Transformational Leadership Style (TFL)	0.876	07
2	Transactional Leadership Style (TSL)	0.879	07
3	Job Satisfaction (JS)	0.878	06
	Overall	0.887	20

Table 1: Reliability of Scales (Cronbach Alpha)

The value of Cronbach Alpha should be greater than 0.7. The Cronbach Alpha value of all the scales are greater than 0.7, so all of the above scales are reliable.

3.9. Analysis Technique

The data was analyzed by using SPSS-20 software. In order to find out the results, different statistical techniques used. Pearson correlation was used to find out the relationship between different variables along with the descriptive statistics. Multiple regression analysis also used for identifying the impact of independent variables on dependent variables.

4. Data Analysis Results and Discussions

4.1. Demographics of the Respondents

This part includes frequency distribution of demographic characteristics of the respondents. This section shows the percentage of male and female, percentage of educational level of respondents and percentage of ages of respondents. This section also includes mean values of gender, education level and ages of the respondents and also depicts the standard deviation of gender, education level and ages of the respondents.

S. No	Demographics	Nomenclature	Frequency	Percentage	Mean	Standard Deviation
01	Age	20-25 years	14	15.9	2.3182	0.97728
02		26-30 years	46	52.3		
03		31-35 years	18	20.5		
04		36-40 years	06	6.8		
05		41-45 years	04	4.5		
Total			88	100		
01	Educational Background	Intermediate	04	4.5	2.523	0.67768
02		Graduates	39	44.3		
03		Post Graduates	40	45.5		
04		MS/M. Phil	05	5.7		
Total			88	100		
01	Gender	Male	66	75	1.25	0.43549
02		Female	22	25		
Total			88	100		

Table 2: Demographics of Respondents

Table 2 shows that 15.9% of the respondents were 20-25 years, 52.3% of the respondents were 26-30 years, 20.5% were 31-35 years, 6.8% of the respondents were 36-40 years and 4.5% were 41-50 years. The mean of the age was 2.3182 which show that the majority of the respondents were younger. The standard deviation of the age was 0.97728.

The educational background of the respondents shows that 4.5% respondents were intermediate, 44.3% were graduated, 45.5% were post graduate and 5.7% were MS/M. Phil. The mean of the educational level was 2.523 which indicates that majority of the respondents were post graduate. The standard deviation of the education level was 0.67768.

The survey respondents consist of 75% male and 25% female. The mean of the gender was 1.25 which shows that the majority of the respondents were male. The standard deviation of the gender was 0.43549.

4.2. Mean, Standard Deviation and Pearson Correlation

Pearson correlation analysis was used to find out the relationship between dependent and independent variables. The dependent variable in this research was employees job satisfaction (JS) and independent variables were transformational leadership style (TFL) and transactional leadership style (TSL).

	Age	Gender	EL	TFL	TSL	JS
Age						
Gender	-.189					
Education Level	.041	.019				
Transformational Leadership Style	-.076	-.079	-.131			
Transactional Leadership	.037	-.252*	-.165	.609**		
Job Satisfaction	-.016	-.070	-.152	.685**	.482**	
Mean	2.3182	1.25	2.5227	4.1899	3.9205	4.0549
Standard Deviation	0.97728	0.43549	0.67768	0.53746	0.47596	0.52201

Table 3: Mean, Standard deviations and Correlation

To find out the relationship among variables Pearson correlation analysis was used. The correlation values of demographic section were negative which shows that they have no relationship with leadership styles and employees job satisfaction and have no direct impact on it. The Pearson correlation value of transformational leadership style and employees job satisfaction ($r = 0.685$; $p = 0.000$), this indicates that there is a positive correlation between transformational leadership style and job satisfaction of employees. On the other hand, the correlation value of transactional leadership style and employees job satisfaction ($r = 0.482$; $p = 0.000$), which also illustrates a positive relationship between transactional leadership and job satisfaction of employees.

The mean value of employee's job satisfaction is 4.0549 which describe the overall employee's job satisfaction. The results show that employees are satisfied with their job. The mean value of transformational leadership style is 4.1899 which describe the employee's views about charismatic and supportive leadership style of the manager. Findings indicate that employees are more satisfied and happy with their supervisor. Employee's responses show that managers encourage their employees communicate personally and involve them in decision making. The mean value of transactional leadership style is 3.9205 which show that employees are satisfied with their leader but slightly less than transformational leader. These results are slightly consistent with the results of previous studies and variations in findings are due to the other factors such as cultural, awareness of manager about the new leadership styles and other factors related to job satisfaction and leadership styles (Awamleh, 2004; Belonio, 2012; Belias and Koustelios, 2014; Bushra et al., 2011; Chaudhry & Javed, 2012; Darvish & Pour, 2013).

Where:

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.001 level (2-tailed).

N= 100

4.3. Regression Analysis

	Regression Coefficient (β)	R ²	ΔR
Transformational Leadership Style (TFL)	0.623**	0.476	0.46
Transactional Leadership Style (TSL)	0.102		

Table 4

Table 3 shows the regression analysis results of transformational leadership style ($\beta = 0.623$, $p < 0.05$). Hence, there is positive and significant relationship between transformational leadership style and employees job satisfaction. The value of β depicts that transformational leadership style will bring 62% change in employee's job satisfaction towards positive direction. The transactional leadership style ($\beta = 0.102$, $p > 0.05$). The value of β depicts that transactional leadership style will bring 10% change in employees' job satisfaction in positive direction and less significant as compared to transformational leadership style. These statistical findings are consistent with the studies of (Bushra et al., 2011; Darvish & Pour, 2013; Emery et al., 2007; Fernandes and Awamleh, 2004; Hanaysha et al., 2012)

The hypothesis 1 states that transformational leadership style enhances the job satisfaction of employees. On the basis of statistical findings, it has been concluded that transformational leadership style has significantly positive effect on employees' job satisfaction. Findings support the hypothesis and prove that through transformational leadership style leaders can satisfied their staff. Therefore, on the basis of findings H_1 is supported.

The hypothesis 2 states that transactional leadership style enhances the employee's job satisfaction. The results of study suggest that transactional leadership style has a positive and significant relationship with employee's job satisfaction but less significant than transformational leadership style. Therefore, on the basis of findings H_2 is also supported.

5. Conclusion and Discussion

The purpose of this research project was to analyze the impact of leadership styles (transformational and transactional) on employee's job satisfaction in the banking sector of District Kotli. Primary data was collected through questionnaire adapted from previous studies. Pearson correlation and regression analysis were applied to test the data and hypothesis. This study finds that there is a positive and significant relationship between transformational and transactional leadership styles and job satisfaction of employees however, transactional leadership style is less significant than transformational leadership style. Since, different leadership styles of managers' impact employees job satisfaction differently, this leads to employee's job performance. Leader, manager, organizational head and supervisor should not adopt only one form of leadership style. A mixture of different leadership styles brings more satisfaction which in turn, increases the employee's job performance and commitment toward organization. Performance and productivity of every organization depends on the employee's job satisfaction. Transformational leadership style is a way which creates employees job satisfaction. It helps the employees to bring new ideas, becomes more innovative and creative and cope with the external challenges.

Results of this study are consistent with the studies conducted by (Awamleh, 2004; Belonio, 2012; Belias and Koustelios, 2014; Bushra et al., 2011; Chaudhry & Javed, 2012; Chaudhry et al., 2012; Darvish & Pour, 2013; Emery et al., 2007; Fernandes and Awamleh, 2004; Hamidifar, 2009; Hanaysha et al., 2012; Javed and Farooqi, 2013; Javed et al., 2014; Long and Thean, 2011; Long et al., 2014; Omar & Hussin, 2013; Olcer, 2015; Ramos, 2014; Reddy, 2011; Rehman et al., 2012; Saeed et al., 2013; Voon et al., 2011) which suggested that transformational and transactional leadership styles have a positive and significant relationship with employees job satisfaction. But the findings of current study are different from previous researches due to the changing trend and emerging economy. When these trend change, they compel the leader (manager) to change their leadership style and behavior according to the situation. The results of this study conclude that if leaders (managers) follow the transformational leadership style they can maximize their employee's satisfaction. Another factor which also causes change in result is cultural factor, as previous researches were conducted in different countries which have their own cultural values which are different from Pakistan as well as Azad Kashmir.

5.1. Future Research

This research can be expanding by increasing total number of selected banks both from private and public sector. By increasing number of variables used to evaluate the employees job satisfaction. This study suggests the future researchers to extend it by choosing any other sector for same research such as, education, health and other organizations. Both questionnaire and interview session can be used for better outcomes.

6. References

- i. Arzi, S., & Farahbod, L. (2014). The Impact of Leadership Style on Job Satisfaction: A Study of Iranian Hotels. *Interdisciplinary journal of contemporary research in business*, 6 (3).
- ii. Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European journal of work and organizational psychology*, 8(1), 9-32.
- iii. Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries? *American psychologist*, 52(2), 130.

- iv. Bayram, H., & Dinç, S. (2015). Academic Publishing House Researcher Published in the Russian Federation European Researcher.
- v. Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of Business and Social Science*, 3(11), 228-236.
- vi. Belonio, R. J. (2012). The Effect of Leadership Style on Employee Satisfaction and Performance of Bank Employees in Bangkok. *AU-GSB e-JOURNAL*, 5(2).
- vii. Belias, D., & Koustelios, A. (2014). Leadership and Job Satisfaction—A review. *European Scientific Journal*, 10(8).
- viii. Darvish, H., & Pour, M. S. (2013). Measuring Employees Job Satisfaction as Outcome of Multifactor Leadership Questionnaire (MLQ) Leadership Styles: An Empirical Study. *Reef Resources Assessment and Management Technical Paper*, Vol. 38(2), 2013, 5, pp. 622-62.
- ix. Hanaysha, J., Khalid, K., Mat, N. K., Sarassina, F., Rahman, M. Y., & Zakariak, A. S. (2012). Transformational leadership and job satisfaction. *American Journal of Economics*, 145-148.
- x. Igbaekemen, G. O. (2014). Impact of Leadership Style on Organization Performance: A Strategic Literature Review. *Public Policy and Administration Research*, 4(9), 126-135.
- xi. Iqbal, Asif. (2010). A Comparative Study of the Impact of Principals' Leadership Styles on Job Satisfaction of Teachers. Unpublished Ph. D. Thesis, University of Punjab. Lahore, Pakistan.
- xii. Javaid, M. F., & Mirza, M. U. (2013, January). Leadership Style Enhances The Employee Organizational Commitment: A Case Study of Educational Institutions in Lahore. *International Journals and Conference of management, statistics and social sciences*.
- xiii. Javed, H. A., Jaffari, A. A., & Rahim, M. (2014). Leadership Styles and Employees' Job Satisfaction: A Case from the Private Banking Sector of Pakistan. *Journal of Asian business strategy*, 4(3), 41-50.
- xiv. Koech, P. M., & Namusonge, G. S. (2012). The effect of leadership styles on organizational performance at state corporations in Kenya. *International Journal of Business and Commerce*, 2(1), 1-12.
- xv. Kovjanic, S., Schuh, S. C., Jonas, K., Quaquebeke, N. V., & Dick, R. (2012). How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links. *Journal of Organizational Behavior*, 33(8), 1031-1052.
- xvi. Long, C. S., & Thean, L. Y. (2011). Relationship between leadership style, job satisfaction and employees' turnover intention: A literature review. *Research Journal of business management*, 5(3), 91-100.
- xvii. Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(4), 766-788.
- xviii. Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian Banks. *American Journal of Business and Management*, 1(4).
- xix. Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research methods for business students* (5th ed.). Pearson Education Limited., Edinburgh Gate, England.
- xx. Turey, C. J. (2013). Perceptions of Leadership Styles and Job Satisfaction in a Sample of High School Athletic Directors in the United States.