CAUSAL NEXUS BETWEEN LEADERSHIP STYLES AND EMPLOYEE JOB SATISFACTION,

A STUDY OF CORPORATE SECTOR OF ISLAMABAD, PAKISTAN

By

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Mphil LMS 2012

Declaration Form

I, the undersigned, SANAULLAH, a student of Master of Philosophy, Department of Leadership and Management (LMS), National Defence University Islamabad, hereby declare that the research work embodied in this thesis is the outcome of my own endeavor and it was supervised by Dr. Muhammad Aslam Khan, Professor in Department of Business Administration PRESTON University Islamabad. I further declare that this thesis in any form has not been submitted to any other institution of higher learning for the award of any degree or diploma.

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Dedicated

This Thesis is dedicated to my parents, Jawat Mir and Bibi Rajmeena. They gave me unconditional love, encouragement, and support during the process of my research work. They provided me with strength, courage, and determination to accomplish this challenging task. My dream came true due to their love and sacrifices.

ACKNOWLEDGEMENTS

I would like to thanks my **mom (Bibi Rajmeena)** and my father **(Jawat Mir)** who always had me in their prayers and supported me in completion of my thesis. To my family and friends who encouraged me to complete my thesis

To my three brothers **(Saifullah, Rafiqullah and Inayatullah)**, two sisters **(Shamim begum and Mumtaz Begum),** and my two sister-in-laws **(Nazma Saif and Shaiesta Rafiq)** for the many sacrifices they have made. Their love, understanding, patience and encouragement they have given me.

I would also like to thank my supervisor **Dr. Muhammad Aslam Khan** for his motivation and encouragement and assisting me in completion of thesis. I am grateful for his guidance, support, and developing of ability of leadership in all its manifestation.

I would like some special thank to my friend and class fellow **Muhammad Ibrahim Khan** who supported me in all the stages of my research.

The **Department of Leadership and Management Studies** for allowing me to do my research, and all those educators who participated in this research.

This quotation is dedicated to you as teachers for your unselfish, invaluable service to education.

"It is the Supreme art
Of the Teacher
To Awaken Joy
In Creative Expression
And Knowledge."

Albert Einstein

SANAULLAH

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Abstract

The phenomenon of leadership is perceived differently in different parts of the world; therefore leadership has been interpreting indifferent ways according to knowledge, and perception. The present study has focused on the two types of leadership styles i.e. transformational leadership style and transactional leadership style, and its impact on employees' job satisfaction, in major corporate sector of Pakistan. Four hundred different employees were investigated in the selected organization randomly and results were calculated through SPSS. Findings of the results indicated that transformational leadership is positively related to employee job satisfaction, and transactional leadership is also positively related to employee job satisfaction. This implies that both the leadership styles i.e. transformational leadership and transactional leadership are deemed suitable for managing in the corporate sector.

Keywords: Transformational leadership, transactional leadership, job satisfaction**.**

CHAPTER 1

INTRODUCITON

1.1. Operational Background

Leadership has been studied from a different frame of references in different time. From Trait theory (Stogdill, 1948) and behaviors theory (Fleishman, 1953) through contingency theory (Fiedler, 1967) and situational theory (Hersey and Blanchard, 1977) to transformational and charismatic leadership (House, 1977), scholars have long attempts to find out the determinants of an effective leadership. Angelo, Eddy, Lorenzet. (2004). There was a magnanimous and big change in damage of the ponder of leadership. Some in the 1980s when the class captive from "transactional" to "transformational" (Alimo-Metcalfe and Alban-Metcalfe, 2001). Previous models of activity specified as contingency models (Vroom and Yetton, 1973) convergent on behaviors and styles as state predictors of impressive outcomes, depending on the status. The incorporative stride of convert during the 1980s led to transformational models being mature, which focused on charisma and vision (Bass, 1985)".Boaden J. Ruth (2004).

The phenomenon of leadership is perceived differently in different parts of the world. From the last few decades, research studies have been done to differentiate a leader from non-leader, but no clear evidence has been witnessed so far. The phenomena of leadership are interpreted in many ways which is subsisting, which give some direction about the role of leader and however, all those phenomena are incomplete and provide less justification to these compound relationships. The concept of leadership is always connected with the top management, but it’s not like that, a leader can be from top management, middle management as

well as from transactional leadership. Koontz (1964) in his research stated that it is possible that the skills of management and leadership qualities possess in one person. Some scholars consider that for the success of executive it is important that they should have both the management and leadership skills. (Kotter, 1990)

Some 50 years, Koontz (1964) observed that the problem of significs was the biggest difficulty in the "management theory jungle" and especially when we come the understanding of the term "leadership" and "management." Knootz (1964) avowed that, "leadership, mostly tantamount with the role of manager by several, but rationally separated by other researchers." Regardless of few decades, discussion is going on to understand the root cause of top management success; whether it is the "leadership" or "management"

The term "leadership" is a very old conception. It is one of the multifarious word that remains a complex term that researchers and scholars to deal with continuous, that is the reason that this term having a wide range of definition. It is surprising that there are almost as many definitions of leadership as there are researches. (Stogdill 1974, 7)

Regarding research a number of changes have seen on leadership approach. In the beginning "leadership" was mainly focused on their style and also what act had been done by a leader. In early 70's research has changed its dimensions and it has started focus on "Leader-member" relationship. (Liden and Maslyn, 1998). In 80's another shift had been observed in which research had given a swift from "leader-centric approach" to "follower-centric approach". (Felfe and Petersen, 2007; Holmberg and Akerblom, 2006).

A forgotten expanse in the leader's literature is whether task-oriented and socio-emotional leadership tally cumulative or reciprocal effects on masses. The discuss appears to be with the closing that the effects of these two types of leadership on mass are not mutual because

of sparse empirical resource for the reciprocal modeling (Larson et al., 1976; Nystrom, 1978; Schriesheim, 1982) from studies that hump utilized a open capability of samples and several measures of leadership.

Every corporate sector mainly focusing on their leadership development and for this purpose they spent millions of dollars (Merritt, 2003). Among many corporations it was found that they utilized a huge part of their amount on the overall training to "leadership development program". (Delahoussaye, 2001). But after spending such extravagant amount on such trainings program; the result is so far not come into the hand of these organizations.

Occasionally, organizations someone relied primarily on two approaches to structure their leader's aptitude. We called these approaches as "single solution" and "multi-solution" David. W and Molinaro. V (2005)

Throughout history, individuals attracted to, and victorious in, leadership roles love been characterized to show a strengthened want to seek their personalized interests in acquisition to that of the venture or administration they progression. The turn strength of their noises oft lies in their knowledge to tempt, persuade and perhaps level to work others to living their agendas.

Mosadeghrad (2004) explain numerous styles of leadership which are: Charismatic style, laissez-fair style, autocratic style, bureaucratic style, participative style, democratic style, situational style, transactional leadership style and transformational leadership style The consensus was not developed on the peak that not a solitary name provides the result in the most competent appearance of organizational behavior. From leadership prospective every situation required a unique style to handle it. We cannot say that a particular style of leadership in most effective for a specific situation, as a leader could possess information and skills to work efficiently in one circumstances but could not come out efficiently in other situation.

Regardless of this reality that "Leadership" has been study extensively in the research area (Ruvolo, Petersen, & LeBoeuf, 2004; Field, 2002; Bass, 1990; Robbins, 1998; Yukl, 1998; Zaleznick, 1992); Fiddler & Chemers, 1982) real small aid has been directed toward the relation between leadership style and job satisfaction in noncommercial agencies. Now a days, investigate has convergent on for-profit industries and the combatant (Hater & Vocalizer, 1988; Waldman, Vocaliser, & Physicist, 1987; Vocaliser, 1985).

The achievement of organization in getting the goals and objectives is very much dependent on the managers of that organization and the style which used by their leadership. It was found in research that the suitable style of leadership, manager brings effect on commitment, productivity, and employee job satisfaction. Some research has drawn conclusion that Leadership style is a chain of different aspect like Behaviors', characteristics, skills, managerial attitude which is based on individual and organizational standards, leadership act differently in a situation when it comes to the trustworthiness and welfare of the employees. (Mosadeghrad, 2003b). Both the leadership style: transformational and transactional is found to be associated directly with other variables like group performance, job satisfaction, organizational commitment and employee's performance (Kirkpatrick and Locke, 1996).

Much literature have been found to investigate the connection among leadership style and Job satisfaction, where most of the empirical studies focused on lower level employee rather on leader or any other middle level or top level management. Shin and colleagues (2002) stated that "*. . . studies seeking to define the relationship between leadership styles and career factors (i.e., job characteristics, satisfaction, and commitment) are scarce in the literature"* (p. 190).

Some researchers have found that the fundamental connectivity between leadership style and job satisfaction is difficult to determine, as research in this region is questionable and

conflicting. However some studies show that there is some relationship between Job satisfaction, leadership, and organizational commitment. (Glisson, 1989; Kays, 1993; Packard, 1989 Malka, 1989; Gellis, 2001).

Skansi (2000), in his study explains that to determine job satisfaction, the role of the leadership has the main importance in judging them. In management: leadership is one of the core principle, which basic function is to focus on the human resources and their dealing within the organization, also leadership involves in the process of achieving organizational goals by persuading them. It has been witnessed that the transformational leaders' style especially, while making decision was related to the commitment, performance and job satisfaction of the employees (Fuller et al., 1999; Gellis, 2001; Mary, 2005). Those employees who are come through job satisfaction are considered to be more effective and would like to stay more in the organization and this way it show the loyalty of one with the organization. (Irvine and Evans, 1995; McNeese-Smith 1997).

1.2. Problem Statement

The empirical research on management provided some proof between the relationship of demographic characteristics such as, education, tenure, age, gender etc, and the measure of Job Satisfaction (Robbins, 1998)

The leadership style in employee job satisfaction significant element which influences its outcome... It is therefore becomes imperative to ascertain as to how leadership styles with its construct Transformational and Transactional leadership style effect on Employee Job Satisfaction. So this creates the accession of which leadership style is suitable for this aim. The thesis will be focus on as a whole of the following relation.

"Which leadership style has been most suitable for the corporate sector of Pakistan in the selected area for the employee job satisfaction"?

1.3. Objectives of study

Employee Job Satisfaction in competitive environment and performance orientation perspective as assumed great importance. To achieve desired results in the process of Employee Job Satisfaction, leadership plays greater role. This study therefore endeavors to ferret out certain objectives which are hereunder:

a. To find out the integrated effect of Transformational Leadership on the Employee Job Satisfaction.
b. To find out the integrated effect of Transactional Leadership on the Employee Job Satisfaction.
c. To identify the two leadership styles i.e. Transformational and Transactional.
d. To identify the extent use of two leadership styles i.e. Transformational, Transactional and its affect on Job satisfaction.

1.4. Rationale of study

In the past studies had been conducted in different fields like: education, military, healthcare and business organization, to find out the connection between leadership style and employee job satisfaction. (Chen & Silversthorne, 2005; Bass, 1990; Cook, Wall, Hepworth, & Warr, 1989). These results show that both the public and private sector are important when it come to employee job satisfaction. The dimensions of transformational leadership are more correlated positively with intrinsic job satisfaction rather than with extrinsic; it shows that the dimensions of transformational leadership create a healthy environment which increases employee job satisfaction. in similar way some other researchers (Avolio and Bass, 1988; Chen, 2005; Bass et

al., 1987; house et al., 1991; conger and kanungo, 1988; Robert, 1985) found that transformational leadership and job satisfaction are positively related to each other.

Regardless of huge research that has been done in the field of leadership style and job satisfaction, the search of recent computer failed to found literature which examine the significance of Transformational leadership in Pakistani culture, especially in corporate sector. This study will contribute to the nature and relevance of transformational leadership in Pakistani management context. This study will disclosed that transformational leadership and job satisfaction are not only theoretically related to each other but also it's proven empirically. Studying job satisfaction started in the previous century when Herzberg *et al.* originate a significant "Hygiene-Motivator" or, Dual-Factor theory. There is has been a little research carry out in the corporate sector of Pakistan which tests the effect of employee job satisfaction and transformational leadership.

Kathy.E & David J. Westhuis (2008), in his research found that there is continuous need required in the field of leadership styles and job satisfaction. There is a need of quantitative research focusing leadership style and job satisfaction.

1.5. Significance of study

Corporate sectors have always been a complex environment to work. And we see that employees come across job dissatisfaction due to different kind of reasons, the result of this that they may leave the organization which has a negative impact on the organization budget. As leadership style has directly impact on employee satisfaction therefore the impact will be also go for the job satisfaction. When a leader, motivates, and give consideration to every individual, this practice make leader as a role models for encouragement. This kind of relationship has positive impact on the working environment as a whole. When employees experience job dissatisfaction,

they may leave the agency that hired them negatively affecting the agency's budget. Because leadership style can directly affect employee satisfaction and growth, it therefore can affect the well-being of patients and their families. When leaders appreciate and recognize the work of their subordinates, they serve as role models of encouragement. These kinds of positive relationships create a pleasant and safe working environment. To know the impact of Leadership styles and employee job satisfaction always lead to positive relationship between leader and employee and this relation help positively in employee job satisfaction

Causal Nexus between leadership style and employee job satisfaction is an important topic for studying. Study is important in its nature as it will help the leadership of corporate sector and the effect of different style on the employee job satisfaction. The significance of this research is that it will be an addition to the literature of leadership that how it's help in employee job satisfaction in the corporate sector of Pakistan.

CHAPTER 2

LITERATURE REVIEW

2.1.Leadership

To find out the clear picture about leadership is not doubt considers being one of the difficult task or we can say a question. Researchers taking interest the most in distinguishing leadership from management. Bennis & Nanus (1985:21) explained the concept of Management as *"to bring about, to accomplish, to have charge of or responsibility for, and to conduct".* In contras subsequent to Northhouse 2004:3, Rainey and Park (2008: 110) defined leadership as "*a process whereby an individual influences a group of individuals' to attain common goals . . . by mobilizing and motivating the workforce".* In the definition of Mintzberg .cf 2009, 1973) he considered leadership as a fundamental element of Management. The role of the Leader is among those ten typologies, which he explains in his managerial role. (Mintzberg 1973).

In the past the definition of leadership was mainly focused on a movement and group transformation, related to the personalities involved in action. Next type wise it as the art of causation agreeableness. The solon recent definitions conceptualize leadership in terms of tempt relationships, persuasion ,superpower differentials, opinion , pressurizing on achieving goal, portrayal of separating role, institution of structure, reinforcement, and detected attributions of behavior that are reconciled with what the perceivers consider leaders to be. These things may possibly be engaged in leadership. (Bass 1990). A survey revealed the myriad of leadership definition when studied the literature. The consciousness of the complications relation, *"leader-follower-situation"* is significant. *"The leader is a person who occupies a position of responsibility in coordinating the activities of the group members in their task of attaining a common goal".*

Ingrid Aioanei (2006),

"*A review of the leadership literature quickly reveals a myriad of definitions. The awareness of the complexity relationship, leader-follower-situation is critical. "The leader is a person who occupies a position of responsibility in coordinating the activities of the group members in their task of attaining a common goal". Leaders must mobilize their constituents to do something, and induce their willingness to do it. Leaders are those who give credibility to their words by their actions. Leadership is not only about leaders but also about followers. Followers are the mechanism through which common goals are achieved. An adequate analysis of leadership also involves situations; conditions under which leader behaviors are effective*".

Leadership is considering being the composite part of human-behavior, where much literature has been published. It is not surprising that so many leadership theories competing. As a leader, a normal question could be: *"Why do we need another study on leadership?"* the author answer the question in this way that as we increase the literature of leadership it make us near to the reality which ultimately reflects the leadership perspective which fits in our present situation in a superior way. Ingrid Aioanei (2006).

Leadership is an ordinary human action; notwithstanding it is too conception to delineate. While leadership has been define in many ways, where main focus was the followers to be lead while achieving some specific goals. J. M. Smith (2000) defines leadership in his research on "perceived behaviors of principals by teachers in elementary schools" that *"leadership is the process or activity of influencing an individual or group in efforts towards achieving a goal"* (p. 4). Hackman and Johnson (2000) in his definition about leadership focused was on communication, they defined, *"Leadership is human communication which modifies the attitudes*

and behaviors of others in order to meet shared group goals and needs" (p. 36). In other place leadership was define as interpersonal model of finding the followers who have potential needs, in addition and also they must be gratifying followers' this way the organization will move towards achieving its goals by persuading these followers. Owens (1991). Stogdill's defined leadership (1950, p. 4; cited in Stogdill, 1974, p. 10): as *"Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement."*

Leadership is that style of advanced behavior which providing a path, execute strategy and motivating the masses. Interpersonal dealing and interactions are the two acts of leadership. As a whole the working style of interaction leadership is two ways: this process involves the influence of leader-follower on each other. In other words the followers act to influence the leader and leader by definition always influence the follower. Haefner, Haythorn, Latghan and Carter (1956 a) explained the concept of leadership style as "the behavior of leaders is a function of the attitude of the member of the group."

2.1.1. Leadership Styles

The word "*style*" is generally compared with the behavior in which a leader persuades his/her subordinate (Lunenburg and Ornstein, 1996). (Mosadeghrad 2004, 2003), mentioned in his research some different leadership styles which are: Autocratic, Democratic, Bureaucratic, Laissez-faire, Charismatic, Situational, Participated, Transformational and Transactional leadership.

Autocratic leadership style is that leadership style in which the leaders have no faith and confidence on his/her subordinate. He forces decisions on his subordinate and in no way he delegates. Similarly he stimulates by giving threats and involved their subordinate with less

communication and team participation. (Muhammad A. H, Muhammad A. D, Asaf N, Amir. Z, Fayyaz A.F (2010)). (Farha .I.S 2000) explained the concept of authoritarian leadership style as *"leader is dictatorial and tyrannical, and exercises absolute political, economic, and social power. This type of leadership is characterized as politically and religiously conservative, emotionally cold, power seeking, hostile towards minority groups, resistant to change, and opposite to humanitarian values".* Lewin, White and Lippit (1939) concluded in their classic study that under autocratic leadership style *"the atmosphere is conducive to frustration and aggression and to the rise of intra group tension and conflict".*

Bureaucratic Leadership style is that style where the manager has to follow some procedures which called *"by the book".* In this kind of style actions were prewritten and no one allowed taking action by their own way. If the book not covered any procedure then the manager recommends it to his/her immediate supervisor. In this style the leader implements the rules.

Democratic Leadership style in the opposite form of autocratic leadership style, as in this style the manager has firm believed, trust, and confidence on his subordinate. So this way, he involved the subordinate in decision making process and motivates them by some kind of compensation to take part in decision making process. (A. H, Muhammad A. D, Asaf N, Amir. Z, Fayyaz A.F (2010). Lewin, White and Lippit (1939) draw conclusion in their archetypal study that *"democratic leader seeks to evoke the maximum involvement and participation of group objectives spreading the responsibility rather than concentrating it, reinforcing inter-personal relation throughout the group to strengthen it."*

In the Weber's definition of Charismatic Leadership he defined as *"resting on devotion to the exceptional sanctity, heroism or exemplary character of an individual person, and of the normative patterns or order revealed or ordained by him".*

In Participative leadership decision making has been shared or we can say that superior reduce their influence on subordinates for decision making. In this style the decision has always been taken with the collaboration of both leader and followers.(Koopman and Wierdsma, 1998).

Blanchard & Hersey (1982) stated the main competencies about Situational Leadership that it is consist of commitment, competence, and the capability to identify the performance, also showing flexibility and partnership for high level performance. Research showed if leaders mix their behavioral style with the situation, then they were being more successful. The crux of 124 studies by stogdill indicates that the model of leadership traits act differently in the different situation when the situation is changed. In other words we can say that when leader do actions according to the situation then it called situational leadership style. Transformational Leaders are called to be the leaders, who convert the aspiration, need priorities and values of the group and stimulate follower to perform more than their capabilities. Bass and Avolio (1994), Transactional leadership style is that who identify the responsibilities and check the performance to accomplish the tasks by facilitate employee with rewards. The Laissez-faire leadership style which evade persuading their subordinate and avoiding their own supervisory duties. They consider themselves incompetent; keep their self busy in paper work, not social with subordinate, and putting many responsibilities on the shoulder of their subordinates, in other words these kind of leaders have lack of clear goals which lead them to work and also they cannot take decisions to help his/her group on decision.

2.1.2. Transformational Leadership

To describe the broad prospective of leadership, transformation leadership can use like encompassing approach, from each explicit effort to persuade followers on the basis of individual, to broadly influence the entire organization and we can say the whole culture. While

transformational leader consider being the important player in rapid change, in the phase of transformation both the leader and follower are completely bound. (Northhouse, 1997. P.130).

Over the last few decades, Transformational leadership have been comprehensively studied by the researchers and has established a positive relationship with many significant organizational outcome through different ways and in different situation, with reference to many stages of analysis, and crosswise cultures.(Avolio, Bass, Zhu, Walumbwa (2004); Dumdum, Lowe, & Avolio (2002); Sivasubramaniam, Lowe, and, Kroeck,1996).Transformational leaders are called to be the leaders, who convert the aspiration, need priorities and values of the group and stimulate follower to perform more than their capabilities. (Bass and Avolio, 1994).

The word *"Transformational leadership"* was first created by Downton in (1973); though the importance of this approach start with the classic work of political sociologist named James MacGregor Burns under the title of *Leadership (1978).*Burns tried to connect the roles of *"leadership and followership". He wrote that "leaders are those individuals who gave importance to the consideration of followers on such bases which are fruitful for both the leader and follower" (p.18).* Burns differentiate the concept of power and leadership, and explained that leadership is not like power to be exercise; leadership has a strong bond with the follower's need.

In (1978, p.20) Burns, defined Transformational and transactional leadership as two types of styles, *"Transformational leadership occurs when one or more persons engage with others in such a way that the leaders and followers raise one another to higher levels of motivation and morality".*

Bass in (1985) developed *"Multi-factor Leadership Questionnaire (MLQ) and identify four different of kind of characteristics for transformational leadership, they called it as "4Is".*

The optimistic approach of transformational leadership increase the follower's consciousness being inspired collectively, which ultimately helpful for the follower to gain extraordinary goals. The following are the four conceived Transformational leadership factors:

Idealized influence Avolio and Bass (1990), consider it as socialize charisma by the followers for their leader, in this case leader has been consider confident and strong, whether he is viewed as concentration on higher-order standards and morals, all these thing is based on followers reactions and on the behavior which leader adopted. These kinds of leaders have great regards in the hearts and minds of their followers. Along with behavior, idealized influence refers to some charismatic actions which have mainly focused on beliefs, values and the wisdom of mission.

Intellectual Stimulation is the actions from leader's side which has great appeal to the followers, it is that logical analysis in which the followers has been challenged to be innovative and sort out the solutions of complicated problems. The followers been tries to let them into their past and try to encourage them from questions related their values, belief and expectations, along with the encouragement about the leader and for the organization too. (Avolio & Bass, 1990).

Inspirational Motivation Bass (1994) explained the concept of inspirational motivation as, when leaders invigorate positively their followers related to their future, stressing determined goals, communication, and prognostic an ideal vision, by motivation followers that the said vision is achievable. Leader is like a role model to his followers. The leader use communication channel for the understanding of vision, then the followers been motivated for doing hard work, in last the goals were expressed in simple way so that the followers are clear in mind.

One of the characteristics of Transformational leadership is that these kinds of leaders motivate their followers for some specific purpose which seems to be chanllenging. (Bass & Avilio, 2002). The leader motivates their followers for the work being done, for the improving of work and good result they being challenged, the importance of organization is communicated time to time, and support them for the recognition of their self in achieving organizational goals. Furthermore, leader is trying to develop spirit among the team, enthusiasm, and they promote a positive environment rather than in an environment of competition. Srithongrung. A. (2011).

Individual Consideration is to regulate the reactions and merge the needs of individuals' with the function of organization. The leader show delicate or personal interest, in the growth and achievement in the followers' requirements. (Avolio & Bass, 2002). It is the behavior of the leader which in result satisfy the follower by supporting, advising and provide attention to the followers needs individually, and thus permit them to build up their self and self-actualize. (Avolio, Antonakis, and Sivasubramaniam, 2003). Under this approach the leader act differently but equally treated the followers. The practices of assigning assignment provided for the purpose of learning and if the followers need any training then the leader facilitate them with the require training. (Avolio and Bass, 1997). The leader focused in individual employee as leader respect uniqueness of the individual in way of personality, values, capabilities and learning process. Furthermore these employees mentorship, empowerment, and personage professional growth cause the development of individual and the sagacity of showing belongingness for the organization that working for. (Srithongrung. A. 2011).

In (1978), Burns in his theory proposed that the charismatic leaders and those who inspired employees by motivating them, take them as an individual, and fuel their scholarly need, are called transformational leaders. The leader performs as a supervisor and referee. The leader

focused and helps his followers in the developing process of their abilities in relation to the potentialities of high level. It's important for the leader to differentiate the follower's desires and requirement on individual bases. To be effective, he acts in double role by contacting them individually. (Bass, 1998, Avolio and Bass, 2002). Transformational behavior and optimistic consequences, of *"individual consideration"* lies in giving power to the followers (Behling & McFillen, 1996). For measuring this leader's interest towards the follower growth, needs, and the proper training and guidance in require. The positive effect of individualized consideration and transformational behaviors on followers is related to the empowerment of these followers (Behling and McFillen, 1996). And this can be measured by the leader's interest in the followers' needs for development and growth (Bass, 1994).

Transformational leadership is a kind of process where leaders involves in actions to increase one's association with the followers for the purpose of what is important and right, to increase the motivational association of their maturity and grab the association from the self-interest of own to the self-interest of the group, the society, or the organization. Such leader granted their association in such a way that is difficult to cover up with simple rewards for the hard work he provided. (Bolden, R., Dennison, Gosling. J, and Marturano.A. 2003).

Transformational leadership supposed to be *"stimulate followers to perform beyond the level of expectations"* (Bass, 1985, p.32). Hence, it looks like that; stimulating followers by the Transformational leaders increase the quality and capacity of the follower performance. (Fetter & Moorman, 1990, Podsakoff, and, MacKenzie). To bring change: transformational leaders actively work on economic and human transformation. Inside the organization, they mainly working on to produce vision, goals, missions, and the culture which contribute on the aptitude

of groups, individuals, and the organization towards *"practiced its values and serve its purpose"* (Hickman, 1997, p.9).

Bass (1998), the connotation is that though leadership is a commonplace from top to down, also, the culture integrates leadership methods which are embedded in consensus, moral example, and generous, which are facets of the transformational leadership. When leadership involved in the betterment/interest of subordinate, it is called benevolent or generous leadership, while ethical leaders stimulate subordinate by giving examples and in a good manners. Bass (1998) compared both the leadership style i.e. ethical leadership and benevolent leadership and found that both kinds of styles working like transformational leadership facets that is, providing individual consideration and inspiration. Transformational leaders are practical in several unusual and distinctive ways. These kinds of leaders not only focus on performance, but the efforts to enhance development. Development covers up the professional aptitude of motivation, attitude, values, and ability. Such leaders choose to put on the pedestal the maturity intensity regarding the needs of those who are associated with them (these need includes self-development, need for achievement and security need). They induce their subordinate not only to struggle for achieving high level but also to have or achieve high levels of ethical and moral standards. On the other side these kinds of development help the organization to optimize its development. The associates who are performing on high level also build the organization which performing high. (Bolden.R, Goslin.J, Dennison.P, and Marturano.A, (2003). It shows that the performance of the employee is directly connected with the organizational performance in a positive way. Ultimately, High performance of employee refers to the job satisfaction.

Charismatic leadership interchangeably used as transformation leadership by some researchers. But Mclaurin and Al.Amri (2008), differentiate among these two concepts as

charisma has been consider one of the quality of Transformational leadership pretty consider it as a sole element. The approaches have the effect of uncertainty or situational advantages, charisma is being de-emphasized by transformational behavior, charisma leader's probably self-centeredness and there is possibility that charismatic leadership effects negative. (Mclaurin & Al Amri, 2008).

Krishnan, (2005), explained the concept of transformational leadership and concluded that the theory of transformational leadership is the ability of the leader's to motivate the subordinate in such a way that they bring about more then they planned to achieve. Research found that there is impact of transformational leadership on satisfaction (Bass and Hatter, Koh, Steers, and Terborg, 1995). In their research Avolio & Gibbens (1998) acknowledged that self-development & self-management are the two main objective of Transformational leadership which has to be developed in the context of followers. Shamir (1991) in the same way emphasis that transformational leader brings, transformational impact on the follower independence.

To see the outcomes in a good way; transformational leaders help their subordinate to imagine the attractiveness of the future regarding the organization (Bass & Avolio). Research has found that transformational leaders has affect on organizational output like, organizational citizenship behavior, job satisfaction, organizational commitment, in-role performance and effort (Denessen, Nguni and sleegers, 2006).

Transformational leaders are essential or necessary for all kind of organization. The prime objective of these kinds of leaders is to transform the organizational present structure and motivate employees about the newly vision which has opportunities not only for individual but for the organization too (tucker and Russell). Transformational leaders construct a climate which is participative and give power on such condition that permits followers on quick responses and

suppleness change in environmental and organizational demand (Harrison, 1995; Lawler, 1994). These kinds of leaders use behavior that give power to followers and strengthen their motivation (Cooke and Masi, 2000). Under Transformational Leadership empowerment of followers in not only on the bases of vision but also giving the signals to followers by the leader that they have the capacity for achieving that vision. (Eden, 1992). It shows that there are some hidden messages involve in this kind of leadership style. Avolio and Bass (1990) explain that these leaders used their self like a supplement to the followers, they empowered for the purpose to think, developed ideas and raise question about the working rule which are archaic. These leaders strive to make relations with.

The relations between followers and the transformational leadership is based on the interactive process, which in turn supports the cultural ties between them, similarly, this also creates a change in values for shared objectives. A well defined vision is communicated by the leader for their followers, specifying the expectation along with the commitment towards shared goals (Sulieman.I.S.M; Hussein. A; Al-z; Ayat M.E.B (2011).

Northhouse (1997),

The appeal of Transformational leadership is instinctive. The transformational perceptions explain how the leader be “out front” supporting change for others, also this idea is consistent through society’s popular conception about the real meaning of leadership. The leadership process which comes through transformational leadership occurs among the follower need and leader; the concept of leadership is not the only responsibility of the leader but relatively emerge from the interaction among followers and leader. The main focuses are the needs of others, due to these followers received much better position in the process of leadership as the ascription of followers considered instrumental during the evolving of transformational

process (Bryman, 1992, p.176). The overall view of transformational approach come with broader view which argument other models of leadership. Most of the leadership models primarily focus on the process how leaders achieving goals for exchanging rewards—the process of transformation. The approach of transformational leadership provides a big picture of leadership that comprise with exchange of rewards although leaders' pay attention of the growth and needs have the followers (Bass, 1985). (p. 143-144)

To expand the conception about Transformational leaders, Hooper & Potter (1997) identify some seven important competences of *"Inspiring Leaders"*: they are those who able to connect the emotional support for their followers and consequently bring effective inspiring change. These important key competences are as following.

1. set direction
2. set an example
3. Communication
4. The leader as a change agent
5. Arrangement
6. Providing decision in a disaster and on the vague
7. Bringing out the best in people

Bass in 1985 developed *"Multi-factor Leadership Questionnaire (MLQ)*", and identify four different of kind of characteristics for transformational leadership.

2.1.3. Transactional Leadership

The process of transactional leadership is based on exchange where the leader control rewards and sanctions. From one side or another, both the follower and leader have consent, openly or utterly, that the follower behavior who desired to be rewarded, while those will be

draw out for punishment whom behavior is undesirable. Some potential rewards are promotion, increase in salary, and other benefits. In contrast, punishments include demotion, termination and pay cuts. It can be observed that this sort of leadership is not acceptable in most situations. Indeed, one can say that the behavior of transactional leadership is not qualified for the *"true"* leadership label (Bryman, 1992).

Transactional leadership is called exchange process which is based on the execution of contractual compulsions and represented typically as set objectives and controlling and monitoring outcomes. Transactional leadership is conceived to comprise on following three order factors:

Constructive Transactions or Contingent Reward Leadership, Bass (1985) described two factors which composing transactional leadership. One way of transact with his/her followers by rewarding; telling them how they gain rewards, how they will be punished when they do undesired actions, and promotion and extra feedback for good job. These kinds of transactions are called contingent reward (CR). It the leader behavior which is focused on task requirement and clarifying role and providing followers by material or psychological contingent rewards on the completion of contractual obligation. One the other way some leader used another type of transact style with followers in which the leader intervening in a situation when he/she considered that the followers are deviating from the expectation, the followers giving with some negative feedback for the failure for not meeting the standards. These kinds of transactions called management by exception (MBE), (Avolio and Bass, 1993; Bass and Hater, 1998).

Active corrective transactions or Management-by-exception, it is the leader behavior in which an active observation of the leader his aim is to make sure that standard are meet.

Passive corrective transaction or Management-by-exception, leaders only mediate when noncompliance has occurred or in other way when mistakes have already be happened. (Antonakis.Avolio, and Sivasubramanaim, 2003).

Burn' (1978) classified core subtypes of transactional leadership which are include, group leadership, party leadership, opinion leadership, executive leadership and legislative leadership. Primary these subtypes are some universal strategies that leaders use, such as adaptability. The adaptive leaders look for to come up with what are the wants of their followers and how quickly these needs are satisfied; as a result *"leaders become hardly distinguishable from followers. Relationships are dominated by quick calculations of cost-benefits"* (1978, p.258). Hunt (1991), in his research explained the concept of Transactional leadership and said that:

"The former urges the leader to tell the followers what to do in order to achieve a desired reward for their efforts, whereas the latter one allows the leader to interfere with the subordinates' work only when specifications or standards are not met".

According to Burns (1978) that it is those leaders who identify task and observe performance to attain the task by facilitating a reward system. In the view point of Stogdill (1997) these could be external aspects such as changes in society, competitive environment and scarcity of resources or availability that influenced the organization, which on return have an effect on the leadership of the whole group as well. Keep in mind the self-interest of subordinates transactional leaders increase the appeal by offering them reward in exchange of efforts, which are Management by exception and contingent reward. According to Bass (1985, 1998), transactional leadership is the assigning of rewards and punishments by the central

administration, rather than to make jointly useful but underhanded preparations with followers (Burns, 1978).

One of the indispensable ingredients of leadership has been described as Transactional leadership, Bass (1985, 1998), in his point of view said that the combined evocative involvement of transformational leadership, the efficacy of transactional leadership may be increased. Subsequently, many studies involved in finding the result that which would be the more effective, a combination of transformational and transactional leadership or the transactional leadership only (Avolio, 1999).

In 1978 Burns has pointed out, however, that transactional leader wants to play an active role though mediating among many groups, building overall consensus, and reconciling their demands. Roosevelt was a specialist in this process: *"a consummate manager of public opinion—probably, if one could measure these things, the most skillful and effective in American history" (1978, p.281)*. As followers can be isolated, unmotivated, and apathetic, transactional leadership required to work hard to cumulate their followers' opinions, mobilize them and dram them together. In doing so, transactional leaders basically obtain on some entrepreneurial purpose and may encourage even completely inefficient, bureaucratic, and hard to organization towards creativity. Researchers used *"Multifactor Leadership Questionnaire (MLQ)"* used for the measurement of transactional leadership component, which is developed by Bass (1985). By the day it developed, MLQ has found extensive proofs for its validity and reliability, which will result in used for leadership research (Bryman, 1992).

2.2.JOB SATISFACTION

To understand the concept of satisfaction managers and social scientist has great interest because they know the significance of the job in the whole life experience of every one.

Larson and Mitchell (1987) studied some 3000studies on job satisfaction from last 60 years and concluded that *"there is no universal definition of job satisfaction"*. Locke (1976) offered a definition which is accepted commonly:

> *"The pleasurable emotional state resulting from the perception of one's job, as fulfilling or allowing the fulfillment of one's important job values". (p.1342)*

It can also be defined as "*a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience" (Locke, 1976).* The perception of the follower's stems towards job satisfaction, that the job in fact provides what an individual's values in work situation (Denessen, Nguni, and Sleegers, 2006).

Hoppock (1935) in his view about job satisfaction as "*any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, 'I m satisfied with my job'" (p. 47).* Employees sometimes show satisfaction to their job in some aspects but at a same time dissatisfied with others. It is believed that employees can specify their satisfaction and dissatisfaction aspects which come out in a composite satisfaction as a whole with the job (Hoppock, 1935).

People bring physical and mental abilities and time for their jobs. Several try to create a difference between their lives and other lives through working. One of the reasons for a job to have it is often considerably associated with income. Job could be looked as the way used to get personal goals. When the expectation of an individual's for a job exceeds or meets, the individual come across some positive emotional experiences. These positive feelings represent job satisfaction. It is in turn one of the major contributor of life satisfaction (smith, 1992).

From literature it is found that study on job satisfaction stared in the start of twentieth century as those days theory of management was prevalent and attention was given to increase

production efficiency. In this era, sociological and psychological variables were ignored (Miskel and Hoy, 1996), where in the process of production both the workers and production equipment were considered as their parts; so studies has mainly focused on extrinsic side such as materiel and salary. The human relation and intrinsic factor were not given any importance till 1920's in Hawthone studies.

Robbins (1998, p.25) concluded about job satisfaction as *"the difference between the amount of rewards workers receive and the amount they believe they should receive"*. This definition clearly shows both the aspects of job satisfaction i.e. intrinsic job satisfaction and extrinsic job satisfaction. in conjunction Camp (1994) explain job satisfaction with reference of individual needs and values and the degree to which satisfaction achieved in workplace by these needs and values.

"Supervisors, managers, employees, human resource specialist, and citizens are in general have concerned with the behaviors of improving job satisfaction", (Cranny, Stone, and Smith, 1992). Drankoski, Hanisch, and judge (1995) supported Cranny et al., and submission that it was crucial for HR managers *"to be aware of those aspects within the organization that might impact most employees' job satisfaction, and to enhance these aspects because, in the long run, the results will be fruitful for both the organization and the employee" (p.576).* As a topic, Job satisfaction derived attention not only in research but also in organizational employees (Lu et al., 2005). Luthans (2007) explained job satisfaction as *"a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience"* (p. 141). According to Spector (2003), ultimately job satisfaction leads to organizational commitment and job performance which resulted in organizational success. Job satisfaction is an important area for research which

is correlated with increase job performance, employee motivation, decreasing absenteeism, positive work values, burnout and turnout. (Czajka and Begley; Tharenou, 1993; Chiu, 2000).

Job satisfaction is a popular research topic, when it is studied in the relationship of organizational factors (P.C. Smith, 1992). He stated "*job satisfaction is an effective reaction to a job that results from the incumbent's comparisons of actual outcomes those which are desired." (p. 1).* Bass (1990), most frequently examined factor with leadership is job satisfaction.

In the past studies had been conducted in different fields like: education, military, healthcare and business organization, to find out the connection between leadership style and employee job satisfaction. (Chen & Silversthorne, 2005; Bass, 1990; Cook, Wall, Hepworth, & Warr, 1989). These results show that both the public and private sector are important when it come to employee job satisfaction. When an employee shows their attitude regarding jobs and to the organization for which he has been provides the opportunity to work there is called employee job satisfaction. (Mosadegh Rad and Yarmohammadian (2006). Studies find that there are some factors in the context of organization which is persuaded on job satisfaction like: job autonomy, workplace flexibility, leadership, salaries, to job security. It has been witnessed that leader in every organization come up with a suitable leadership style to influence commitment, employee job satisfaction and productivity. The important factors influencing the strength of an organization are *"leadership"* and *"employee job satisfaction"* (Kennerly 1989). Leading is advised one of the most alpha determinants of employee job satisfaction. It extensively manipulates employees' need and substance.

The work itself and the environment for satisfaction both subjectively imitate on individual feeling. The dimensions of job satisfaction in research are including, welfare, salary, promotion, praise, system, job condition, and colleague (Yang, 2006). Added by Song (2000)

the dimensions include personal interaction, individual development, organization, and other confirmation. In organization workload, welfare, and equipment are refers to the satisfaction of the organization. Personal contact refers to the contact and helping of groups and co-workers. Personal growth signifies to self goal achievement. Other evidence signifies to the evidence from organizational partner.

Employee job satisfaction and effective leadership are two factors which have been considered as fundamental factors for the organizational success. A skilled leader paved direction to organization and can lead the followers towards achieving goals. Like in same vein, those employees who come with high satisfaction of their jobs are likely to put forth extra effort in completing their task and achieving organizational benefits. Those employees, who are highly satisfied with their job also helping in attracting and retaining employees with their skills which are required (Mosadegh.R, and Yarmohmamadian, 2006).

Mosadeghrad, 2003b, in his opinion defined employee job satisfaction be an attitude which people have for their jobs and the jobs which they have to perform for that organization. Methodologically, job satisfaction can be defined as the employee's effective reaction for his/her job, which can be based on the comparison between real outcomes and desired outcomes.

In general job satisfaction is recognizing as a comprehensive contrast which include the feelings of employee about the diversity of both extrinsic and intrinsic job elements. It includes some aspects of satisfaction which related to benefits, pay, work condition, promotion, organizational practices, association with workers, and supervision (Misener et al., 1996).

Employee job satisfaction influenced by numerous factors, including: fringe benefits, salaries, autonomy, achievement, communication, recognition, work importance, working condition, degree of professionalism, coworker, interpersonal relationships, organizational

climate, supervisory support, working for sound agency, job security, and positive effectively, team environment within work, genetic factors, and workplace flexibility. There are some sources which are linked with the low satisfaction of working are untrained and unskilled staff, laborious tasks like, repetition of work, documentation, role ambiguity, problems within role expectation, feeling overloaded, job/patient care, association with co-worker, high need of overtime, organizational factors and personal factors. Blegen, 1993;Chu et al., 2003; De Loach,2003; Gigantesco et al., 2003;Koustelios et al., 2003; Ilies and judg, 2003; McNeese-Smith, 1999; Navaie-Waliser et al., 2004; Thyer, 2003).

Theories of Job Satisfaction

The concept of job satisfaction is often connected with motivation and motivation theories have often produced the foundation of measure and models of job satisfaction (Mullins, 1996). Even though job satisfaction and motivation are not synonymous to each other, motivation is the process which possibly will lead to job satisfaction and job satisfaction is associated with individual feeling of achievement (Mullins 1996, p. 520).

Lawler (1973) identified the four theoretical perspectives on which we examine job satisfaction: discrepancy theory, fulfillment theory, two-factor theory, and equity theory. In research scholars used fulfillment theory to measure people's satisfaction by just asking "how much of a given facet of outcomes they are receiving. This theory failed to differentiate individual aspiration and desires (Lawler, 1973).

Discrepancy theory preserved that satisfaction is determined for what individual expect and what they actually received. There are three approaches found in literature about job satisfaction: 1. Wants of the people; 2. the feeling what will received; and 3. the level of

receiving. These approaches does not answer the question that how people shall decided about their outcomes.

Equity theory determines satisfaction on the perceived ratio by which a person receives from their job in relation to what a person provide into his job. People argue under equity theory that people assess their input-output equity by evaluating their perception with the other people receiving on same level. In the desires and perception of individual to differentiate it this theory is failed.

Hezburg's two-factor theory is basically the theory of job satisfaction. he belief that job enrichment must give people the opportunity by using their abilities and talents, and more exercise on self control on their job. Growth and learning experience should be inherent in job. The emphasize of motivation under content theories is the relationship between the variables. For example, expectancy theory recognizes the difficulty of work motivation and believes in more detail the association among satisfaction, motivation and performance.

Job satisfaction narrates the individual's evaluation and perception of a job, and in return influenced their situation which including, values, needs and expectations. Everyone therefore evaluate his/her jobs on the basis of those factors which are being important to them (, Rieger, Roodt,and, Sempane, 2002).

Studies shown that the behavior of leadership has a steady and an immense pressure on employee's job satisfaction (steers and Rhodes, 1987; Bateman and Griffin 1986).

2.4.3. Dimensions Of Job Satisfaction

McCormick and Ilgen, in 1985, considered job satisfaction a complicated idea. Sempane et al., summarized job dimensions which has significantly contributed in employee job satisfaction. These dimensions represent the characteristics which are associated to job

satisfaction. The dimensions include, pay, and work itself, recognition, promotions, and benefits, working condition, co-workers and supervision. This could be assume to persuade employees' opinion of "*how interesting the work is, how routine, how well they are doing, and, in general, how much they enjoy doing it"* (McCormick and Ilgen, 1985, p.309).

2.4.3.1.The Job

In Luthans (1992) point of view employees gain satisfaction from their work which are challenging and interesting, and that job provides them status. Robbins (1993) explained in his research that employees have a preference about job which having the opportunities to carry out their competencies on different tasks and increase mental capacity. The working nature of employee's performance has a significant impact on the level of job satisfaction (Larwood, 1984; landy, 1989; Luthans, 1992; Moorheah and Griffen, 1992). Lacey (1994) stated that the engagement of individual in task whether physically or mentally stimulation has satisfied the individual. The work itself is referred by Robbins et al. (2003, p.77) as "*the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results."* In opposing the view above, John (1996) in his opinion, that there are some employees which given preferences to less demanding and unchallenging jobs. Bhaskar and Sharma (1991) assumed that the only important influence on individual's experience from job satisfaction comes from the work of the nature assigned him/her from the organization. They argue that if job involve in different variety, discretion, challenge, and scope which one used for his/her own skills and ability, the employee practicing the job is probably to experienced job satisfaction. Davis and Vitell (1990) concluded in his research that there is a significant statistical relationship between the dimensions of work

itself and job satisfaction. Other studies indicate that work itself can either result in job satisfaction or dissatisfaction (Ruthankoon and Ogunlana, 2003; Oshanbemi, 1997). Research on Indian mangers by Khaleque and Choudhry (1984) found that by nature work itself is one of the important factor which determined job satisfaction of top managers, and from security point of view is an important factor for bottom level managers.

2.4.3.2.Job Level

Satisfaction studies show that there is a positive relationship between Job satisfaction and Job level. The individuals serving on high level of positions, they received better greater variety, better remuneration, better working condition, and more challenges (Cherrington, 1994). Smith and Parra; Schmieder, Robie, and Ryan (1998), corroborates on the view that linear and positive relationship exists between job level and job satisfaction. There result indicated that with the increase in job level, job satisfaction increase too.

2.4.3.3.Remuneration/Pay/Salary

Research has found the results that to explain the significance of job satisfaction one of the important variable is monetary compensation (Voyadanoff, 1980). A lack of pragmatic evidence exists to show that salary/pay only increase individual satisfaction or decrease dissatisfaction. The author further in his opinion that those employees who get high salaries possibly will dissatisfied if they dislike the nature of job and consider that will not enter to a more satisfying job. Luthans (1998), explaining the importance of salary and said that salaries is not only support people to reached to their basic needs but also involve in satisfying people's high level needs. According to Kuntz and Boone (1992), when employees offering reasonable compensation and fair, for the services he provided to the organization, suppose to be the core objective of compensation system. Compensation category included items like: pension schemes,

medical aid schemes, bonuses, travel allowances and paid leave. Boggie (2005), poor pay and lack recognition is the injustice terms which come up with the problem of employee retention.

2.4.3.4 Promotion

A numerous of researchers have the opinion that opportunities for promotion is strongly related to job satisfaction (Peterson *et al., 2003).* According to Robbins (1998) that promotions creates opportunities to personal growth, along with increasing responsibilities it increase social status. A study by Logsdon and Ellickson (2002) on municipal workers, where results shown, significant and positive impact on the relationship between promotional opportunities and job satisfaction. It has been noticed that the guarantee of efficient future prospects enhances satisfaction among employees (Drafke and Kossen, (2002). Promotions may have variety of types depending on rewards (Luthans, 1992).

2.4.3.5. Co-Workers

Studies have revealed that co-workers relationship is linked to Job satisfaction (Morrison, 2004). Many studies have been able to prove that supportive colleagues fruitful in increasing job satisfaction (Johns, 1996). Co-workers and supervisors relationship are important. Many studies linked better relationship with high level of satisfaction (Baron and Wharton, 1991). In similar way a study conducted by Madison (2000) proved that the co-workers facing little support from their colleagues lacked job satisfaction. However, Luthans (1992) contends that good relationship with co-workers are not necessary for job satisfaction, but in presence of stressed relationships, job satisfaction leaders to suffer. These arguments strengthen the findings that organization should take on the integration of employees so that it creates group cohesion between employees and departments in organization (Lambert *et al*., 2001).

2.4.3.6.Supervision

Research shows that there is a positive relation exists between supervision and job satisfaction (Koustelios, 2001). Research shows that the kind of supervisor-subordinate relationship have a significant influence on employee's overall job satisfaction in a positive way (Robbins, 1998; aamodt, 1999; luthans, 1992; Kinicki and Vecchio, 1999). Research conducted by Kauppi and Packard (1999) found that, on supervisory level democratic management styles provides high level of job satisfaction results compared with other styles lasses—faire or autocratic. In similar way Chieffo (1991) maintain that those supervisors who encouraged their employees to participate in decision, that affect in the determination of their jobs, by this it rouse high level of satisfaction. According to Robbins et al., 2003, that the structure of supervision also playing an important role in job satisfaction when it come to the ability of supervisor which provide technical and emotional support with guidance related work tasks. Wech (2002) stated that the behavior of supervisor also strongly affects the augmentation of trust on the relationship with employees. The author proposed that trust may in return have significantly related to job satisfaction.

2.5. Leadership Styles And Employee Job Satisfaction

Based on empirical studies and theory it is predicted that both (Transformational and Transactional), independent variables have significant relationship with job satisfaction and performance. Both the leadership styles found complementary in many studies (Bass, 1985; Awamleh and Al-Dmour, 2002).Several predictions have been suggested when transformational leadership put in the context to examine job satisfaction. First, intellectual stimulation and sense of mission are the abilities which provide job satisfaction intrinsically by transformational

leaders. Also, transformational leader motivate the followers to get autonomy and more responsibilities. The working task provide the followers an increasing their level of satisfaction and accomplishment (Barker and Emery, 2007). The delegation of responsibilities is showing leader's confidence on their followers, and by this confidence follower gets motivation and in result satisfied intrinsically from his/her job. McNeese-smith (1991) summarizing the review on leadership literature, concluded that employee job satisfaction can also be influenced by the behavior of leader. Transformational leaders help employees to make them more innovative, creative and come with new ideas which help the organization to move in competition and adapt itself in the dynamic external environment (Fatima, Ahmed and Asvir, 2011). Bryman (1992) revealed some important organizational outcomes which are positively related to transformational leadership include: organizational citizenship behavior, perceived extra effort, and job satisfaction. Cumming et al., (2010) narrated that leadership which is concerned only with the output of the employees and have less care for their feelings are failed to achieve best endeavor of the staff. Study recommended that transformational leadership could be used to developed workers satisfaction, work environment, reducing employee turnover, and selection. A study conducted by Hamidifar (2009) explored that between different styles of leadership, transformational style positively determine job satisfaction. Satisfaction level is higher with transformational leadership comparing with other styles. Adnan and Mubarak (2010) in their analysis regarding the positive and relative role of transformational leadership revealed that the role of transformational leadership partially of fully creates high values between manager, innovative thinking, and cohesive group norms within the groups.

Performance and productivity of an organization depend on the employee's commitment for that organizational, job satisfaction and the employees, working for increasing profits. To

build the interpersonal relationship among supervisor and subordinate, transformational leadership playing an important role to enhance the relationship bounds. It is a way to made higher level of organizational commitment and job satisfaction.

Punishment behavior and contingent reward are the two factors which provide base for transactional leadership, so therefore it is important for supervisors that individual should recognize or praise positively on the bases of their performance or if they perform above expectation. In similar way, negative rewarding approach can be used in shape of coercion, criticism, correction, and/or any other type of punishments, these approaches used when performance not met expectancy level. Some employees under transactional leadership style believe that their manager communicate a clear vision and give a model for departmental and group success. They concentrate to flourish innovative thinking and new ideas to being out high performance (Adnan and Mubarak, 2010). Transformational leadership differ from transactional leadership in a way that it focused on progress and development, authorization, solidity, complement, and self-confident, also focuses on strategic thinking and promoting development.

They are effective in change process. They define clearly things and show care for others. They avoid discrimination on ground of color, race, religion, sex, social class, and age (Chemjong, 2004). Moreover, the effect of transactional leadership towards followers in being promote by transformational leadership (Bass, 1990a, 1985b) in a way that personal values have been changed in order to support the aim and vision of the organization. An atmosphere have been created for achieving confidence, through which vision have been shared. It is found that transformational leadership is positively linked to employee job satisfaction as laissez-faire and transactional leadership are negatively linked to job satisfaction (Bass and Avolio, 1990; Ribelin, 2003; Thomas and Wilmore, 2001). In other place researchers found that there is positive

relationship exist between job satisfaction and transformational leadership (Roberts, 1985; House *et al*., 1991; Kanungo and conger, 1988). The dimensions of transformational leadership are positively correlated with intrinsic job satisfaction rather than the extrinsic job satisfaction; in simple words these dimensions creates a healthy environment which increase job satisfaction. This result revealed that a positive relationship exists between job satisfaction and transformational leadership (Avolio and Bass, 1988; Chen, 2005; Bass *et al.,* 1987; House *et al., 1991;* Conger and Kahungo, 1988; Roberts, 1985). When managers utilized intellectual stimulate and individual consideration, and operationalize charisma, they extract optimistic responses from employees. These qualities of transformational leadership excite followers higher level needs and result in feeling satisfaction. Leadership scholars (e.g. Avolio and Bass, 1990) support this finding. The consideration which employees received from the managers ultimately should be reflected in the work condition and the attitude of employee towards his work, this in turn, facilitate performance and increase job satisfaction. Transactional leadership does not have positive association with performance and satisfaction. The best of their respond is the work system which defined tasks and clearly shows performance targets and expectation, in this manner making obvious performance-reward linkages. In addition, transactional leadership style might be irrelevant or redundant in backing sector where most of the tasks are highly reutilized and standardized. As a result, workers are looking for flexibility and space in the process regarding performing tasks, which is more complementary and balanced by transformational style comparing with transactional leadership style. Barson and Linton, (2005) point out that transformational leadership developed employee job satisfaction with the help of positive attitude of the employee and clearly showing them their role. Both the leadership style: transformational and transactional is found to be associated directly with other variables like

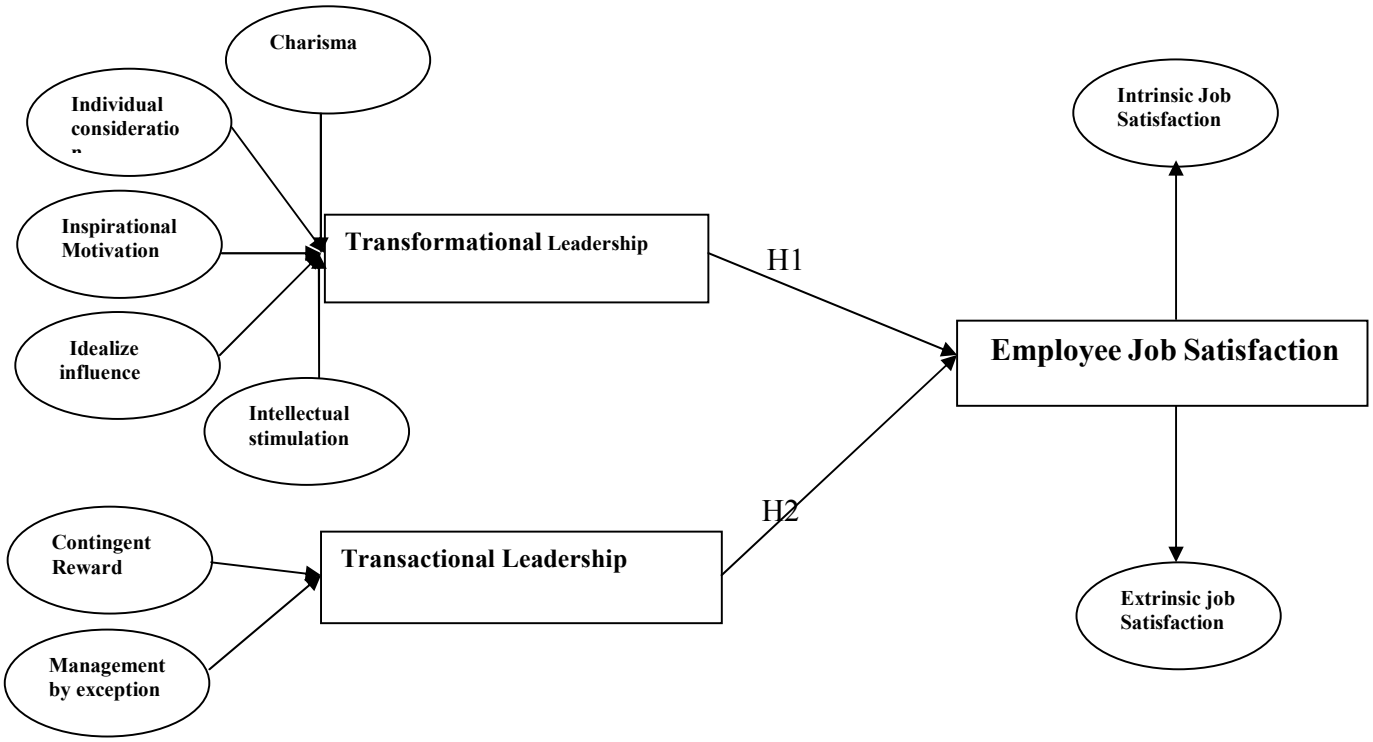
group performance, job satisfaction, organizational commitment and employee's performance (Kirkpatrick and Locke, 1996).

THEORITICAL FRAMWORK

2.5.2 Schematic Diagram

On the basis of extensive literature review, conceptual framework of study has been developed as Transformational leadership and Transactional leadership as the independent

variables of leadership style and its effects would be analyzed on the Employee Job Satisfaction. Schematic diagram of the model is given as under:



2.5.3. HYPOTHESES

Two hypotheses have been developed in this study. Both the hypothesis comprises of the facet of leaderships style and then subsequently its effects has been analyzed on the dependent variable as Employee Job Satisfaction. Details of these hypotheses are given in the succeeding sub paragraph.

H1: *Transformational leadership has a positive impact on Employee Job Satisfaction*

H2: *Transactional Leadership has a positive impact on Employee Job Satisfaction*

CHAPTER 3

3. Methodology/Research Design

3.1 Research design

When variables are identified in the problem situation and theoretical framework have been developed then next stage is to design the research in such a way that the necessary data be able to collected and investigate it which enters to a solution. The involvement of a set of rational decision-making is called research design, which is presented in a simple way. In this chapter we will discuss the decision problems regarding, *the nature of study*, *type of investigation, extent of researcher interference, study setting, unit of analysis, and time horizon of study*. Furthermore this chapter will explain study of *population and sampling, instrumentation, Data collection and procedures, and Data analysis and tool* (Sekaran, 2000, p. 117-118). It is descriptive study using inductive and deductive method.

3.1.1 Nature of study

The nature of study is hypothesis testing. With the help of previous studies and references, hypotheses have been developed, which are proposed to test the new relationship between the variables. The assessment of study will be on the bases of qualitative data.

3.1.2 Type of Investigation

The describe investigation would be useful for creating the correlation among the two dormant variables. Also check the impact of transformational leadership and transactional leadership on employee job satisfaction. This study is a field study where researcher has to gathered data by himself in the real environment and corresponds with respondents in the field. All the variables has also been analyzed using regression analysis.

3.1.3 Environment of study

The environment of study is non-contrived as study has been carried out in the natural environment, so this is a field study and not a lab experiment.

3.1.4 Extent of Researcher Interference

The extent of researcher interference in minimum in this study as study conducted in natural environment. The questionnaire had been used to get the response from respondent.

3.1.5 Time Horizon

Study is cross sectional in nature as the data is collected once.

3.1.6 Unit of Analysis

The individual employee working in the organization is the units of analysis for this research, as they were consider the respondent.

3.2. Study Population and Sampling

The sample for this study is the employees of different corporate sectors of Islamabad, Pakistan. A survey of 3 sectors Oil & Gas (OGDCL, PSO), Banking (UBL, HBL, ABL, Askari Bank), and Telecom (PTCL, Zong, Mobilink, and Uphone) employees has been taken. Study has been selected three level of employees' i.e. Top level, middle level, and lower level. A no probability sampling (convenient sample) of 400 employees has been taken. Study consists of 3 corporate sectors of Islamabad with 400 sample size. The sample of study chooses randomly 400 employees from all the organizations, 200 employees were investigated from banking sector, 100 each from Oil & Gas and Telecom sector has been taken.

3.3. Data collection procedures

Participants were 400 employees of 3 different corporate sectors of organizations in Islamabad Pakistan. The researcher himself visited to all the organizations during the survey and administered the instrument containing measure of Transactional leadership, Transformational leadership, and employee job satisfaction. The questionnaires were taken to different level of employees and returned. For measuring transformational and transactional leadership, Likert scale with five point were used, point 1 for *Not at all /strongly disagree* and point 5 for *frequently, if not Always /strongly agree.* For the convenience and understanding of questionnaire, a minor change has been made, as it has been mentioned where "*strongly disagree*" were added with "*Not at all*" likert scale and "*strongly agree*" were added with "*frequently, if not always*", For measuring the degree of employee job satisfaction two aspect of job satisfaction including intrinsic and extrinsic job satisfaction is measured. Minnesota

Satisfaction Questionnaire (MSQ) was developed by Weiss (1967) which measured two aspect of job satisfaction. There were 20 questions using a five-point Likert scale that measured job satisfaction as a means for the respondents to record their response. The possible responses are: "1 = *very dissatisfied with this aspect of my job*, 2 = *dissatisfied with this aspect of my job*, 3 = *neither dissatisfied/satisfied with this aspect of my job*, 4 = *satisfied with this aspect of my job,* and 5 = *very satisfied with this aspect of my job"*.

The response rate of questionnaires was 78 %. Out of 400 questionnaires, 314 were received, in which 15 were not meeting the criteria (have missing values), therefore, 299 questionnaires were used with the percentage of 75%. The response rate should be considered good as the employees were contact directly. There were some employees who faced difficulty to understand some on the questions and also some employees hesitate to answer. The researcher himself explains about the purpose of study and guaranteed the confidentiality and comprehensively explains the meaning of inventories. This act is used to facilitate the respondent and on other hand facilitate in acquiring of data.

3.3.1. Instrument

For conducting this study a questionnaire has been used for the data collection. The questionnaire particularly adopted to achieve the objective of study. The questionnaire first part collects demographic information. The second part consists of the items, and separated into three parts:

1. Containing questions related to Transformational leadership
2. Containing questions related to Transactional leadership
3. Containing questions related to Employee Job Satisfaction

3.3.1.1. Transformational leadership

Many studies have been used Multifactor Leadership Questionnaire (MLQ), and scholars like Sivasubramaniam, Kroeck, and Lowe (1996) proved the reliability by using a meta-analysis. For assessing transformational leadership theory MLQ is widely used instrument. (Kirkbride, 2006) and "is considered the best validated measure of transformational and transactional leadership" (Ozaralli, 2003, p.338). The optimistic approach of transformational leadership increase the follower's consciousness being inspired collectively, which ultimately helpful for the follower to gain extraordinary goals. The present version of MLQ form 5X with 36 items which are separated into 9 scales with 4 items which is used for measuring each scale. John antonakis and his contemporaries (2003) provided strong evidence which support the reliability and validity of the MLQ-5X. Indeed, for the evidence Antonakis *et al.,* (2003) used two large samples size i.e. sample1: N=3368; sample2: N=6525.

Bass in 1985 developed "*Multi-factor Leadership Questionnaire (MLQ)",* and identify four different of kind of characteristics for transformational leadership, they called it as *"4Is"*, include:

- Idealize Influence (II): 4 items
- Intellectual stimulation (IS): 4 items
- Inspirational Motivation (IM): 4 items
- Individual Consideration (IC): 4 items

Responses are measured on the MLQ-5X scale with likert scale, where,

1= ***Not at all / strongly Disagree,*** 2= ***Once in a While/Disagree,*** 3= ***Sometimes / Neither Agree/Disagree,*** 4= ***Fairly Often / Agree,*** 5= ***frequently, if not Always / Strongly Agree***

For the convenience and understanding of questionnaire, a minor change has been made, as it has been mentioned.

3.3.1.2. Transactional leadership

By the day it developed, MLQ has found extensive proofs for its validity and reliability, which will result in used for leadership research (Bryman, 1992). Multifactor Leadership Questionnaire (MLQ) used for the measurement of transactional leadership component, which is developed by Bass (1985).The components of Transactional leadership are three in number i.e.

- Contingent Reward (CR): 4 items
- Management by Exception (MBE): 4 items
- Management by Passive (MBP): 4 items

As the hypothesis developed and study has been articulate only a single facet of Transactional leadership has been taken i.e. Contingent Reward with 4 items.

Responses are measured on the MLQ-5X scale with likert scale, where,

1= *Not at all / strongly Disagree,* 2= *Once in a While/Disagree,* 3= *Sometimes / Neither Agree/Disagree,* 4= ***Fairly Often / Agree,* 5= *frequently, if not Always / Strongly Agree***

For the convenience and understanding of questionnaire, a minor change has been made, as it has been mentioned

3.3.1.3. Employee Job Satisfaction *(Minnesota job Satisfaction Questionnaire)*

The Minnesota Satisfaction Questionnaire (MSQ) *" long form"* consist of 100 questions that make up 20 subscales measuting satisfaction with ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, indipendence, moral values, recoznition, responsibility, security, social service, social status, supervision-human relation, supervision-technical, veriety and working conditions (Weiss,

Dawis, England, & Lofquist, 1967). Twenty of these items are referred to as the short form of the MSQ. The item can be seperated into a 12 –item subscale for intrinsic satisfaction (such as satisfaction with the chance to use abilities and feelings of accomplishment from the job) and 8-item subscale measureing extrinsic satisfaction (such as satisfaction with pay, chances for advancement, and supervision). The MSQ has been translated into French and Hebrew (Igalens & Roussel, 1999; Sagie, 1998). Weiss, D, Dawis, R, England, G.. & Lofquist. L. (1997). "*Mannual for the Minnesota Satisfaction Questionnaire (Minnesota Studies on Vocational Rehabilitation, vol.22)".* Minneapolis: University of Minnesota, Industrial Relations Center, item were taken from pp.110-111. Copyright © 1967. Responses are obtained on a 5-point Itemized Rating Scale where "1= *very dissatisfied with this aspect of my job,* 2= *dissatisfied with this aspect of my job,* 3=*can't decite if I am satisfied or not with this aspect of my job,* 4= *satisfied with this aspect of my job,* 5= *very satisfied with this aspect of my job".*

3.4. Data Analysis Tool

The researcher himself entered the data in the *"Statistical software (SPSS-17)"* to guarantee confidentiality of data and correct entry. All the analysis was carry out by researcher himself. For the evaluation of results SPSS software was used to calculate regression. SPSS is computer software which is used for statistical analysis. SPSS is the most extensively software program used for statistical analysis in the area of social sciences. This software is used by health researchers, market researchers, surveys companies, education research, and government. The analysis Correlation and Regression was conducted by SPSS. The analysis of Regression helps to understand the archetypal value of dependant variable with the diverse change of value of independent variable. Regression is widely used analysis tool for forecasting and predicting, where the use Regression has a considerable overlap in the machine learning field. It is also used

to find out whether independent variable and dependent variable are related to each other or not. The analysis of regression could be used to deduce causal relationship among the variables.

CHAPTER 4

Result & Data Analysis

4.1. Statistical Analysis of Data

Table 1 shows the overall statistics of study. These values have been calculated from computer based software SPSS-17. The data entered into the software by the researcher himself. There were 400 questionnaires were arranged for the proposed study, in which 314 were collected back. In 314 questionnaires 15 were found with missing value in which 3 respondents found who didn't mention their Gender, 3 found missing with Age, 2 were found missing their education, 4 were found with missing values of experience and one questionnaire were found with missing value of management level. The overall response rate was 78%. Where 15 were found with missing value, so the overall % rate was used in the SPSS-17 were 75%.

The table 1 also shows the mean, median and std.deviation values along with different demographic characteristics. 2 kinds of gender, 4 age limits, 5 different level of education, 5 level of experience, and three types of management level, were used in the demographic characteristics.

Table 1
Statistics of respondents

		Gender	Age	Education	Experience	Mgt Level
N	Valid	299	299	299	299	299
	Missing	3	5	2	4	1
Mean		1.22	1.77	3.11	1.98	2.46
Median		1.00	2.00	3.00	2.00	2.00
Std. Deviation		.418	.866	.829	.990	.597
Minimum		1	1	1	1	1
Maximum		2	4	5	5	3

Table 2

Cronbach's Alpha Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha based on Standardize Items	Mean	Std. Deviation	N of Items
Transformational Leadership	.935	.938	73.16	7.38	20
Transactional Leadership	.841	.836	31	2.08	8
Job satisfaction	.794	.798	78.66	5.80	20

4.2. Reliability and Validity analysis

When the same results obtain from the same repeated methods then the research is called reliable. Reliability is 'the extent to which a scale produces consistent results if repeated measurement are made' (Malhotra et al., 2002, p.809). Hair et al., 1998) refer Validity as 'the construct indicators to measure accurately the construct, that is, whether a variable measures what it is supposed to measure'.

This part explains the approaches in use to examine the validity and reliability of those variables which are measured. A rule of thumb provide by (Mallery & George, 2003): *"_>.9-Excellent, _>.8-Good, _>.7- Acceptable, _> .6 – Questionable, _>.5--Poor, and _<.5 – Unacceptable" (p.231).* When the alpha value is escalating it is partially dependent on the numbers of items in scale. It ought to be noted that Cronbach's alpha has diminishing returns. The value .8 is reasonable goal for achievement but some researcher like Sekaran (2003) argues that the value .7 is also the acceptable figure to check the reliability and validity. It is also to be noted that as the Cronbach's value increasing it shows the good internal consistency of the scale within the items, by this one cannot say that the scale is one-dimensional (Anderson and Garbing, 1988). The

value of Cronbach's alpha is from "0" to "1", Malhotra et al., (2002) in their views said that .6 value of Cronbach's can also be considered reasonable internal consistency reliability.

Table 2 shows the results of internal consistency reliability of every scale individually. The table shows .935 Cronbach's value for Transformational leadership, which shows that the scale has the consistency reliability. Furthermore, Transactional leadership scale value is .841, which is again a high value for consistent reliability, and employee Job Satisfaction scale value is .794, this value also shows the consistency in the scale.

4.3. Demographic Characteristics of Respondents

The demographic information of the respondents exhibits in the following sequence.

The table Respondents' profile for gender shows the two kind of genders from whom data has been collected. The respondents included 77% males and 23% females on the entire sample. The numbers of male respondents are much higher than the female**.**

Table 3

Respondents' Profiles Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	232	77.6	77.6	77.6
	female	67	22.4	22.4	100.0
	Total	299	100.0	100.0	

The table 4 Respondents' profiles table for Age. In this table different age limits were identified. The range of the Age were 20-30 years with 45 %, 31-40 years with 40%, 41-50 years with 8% and 51 & above with 7%. The higher numbers of respondents were in the range of 20-30.

Table 4

Respondents' Profiles Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30years	135	45.2	45.2	45.2
	31-40years	119	39.8	39.8	84.9
	41-50years	25	8.4	8.4	93.3
	51 and above	20	6.7	6.7	100.0
	Total	299	100.0	100.0	

The table 5 Respondents' profiles for Education shows the education level which the respondent have, where, 23% was graduate , 50 % were post graduate, 21% were M.phil, and PhD were 19% of education. The higher percentage of respondents was the post graduate qualified respondents with the percentage of 50.

Table 5
Respondent's educational profile

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	69	23.1	23.1	23.1
	Post graduation	148	49.5	49.5	72.6
	M.phil	63	21.1	21.1	93.6
	Ph.D	19	6.4	6.4	100.0
	Total	299	100.0	100.0	

The table 6 Respondents profiles for Experience shows the experience a respondent have. In which 35% respondents had below 5 years experience, 47% respondents had 5-10 years, 5% respondents had 10-15 years and 13% respondents had 15 & above years of experience with

their respective organization. The respondents with the experience of 5-10 were found in the most number.

Table 6
Respondents' Profiles Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	104	34.8	34.8	34.8
	5 to 10 years	140	46.8	46.8	81.6
	10 to 15 years	14	4.7	4.7	86.3
	15 and above	39	13.0	13.0	99.3
	Total	299	100.0	100.0	

The table 7 shows Respondents' profiles for Management level. It was make an effort to collect responses from three levels therefore data were collected from Top level Management with 5%, Middle level management with 43% and Lower level Management with 52%. The maximum numbers of respondents were in the category of Lower level management with the percentage of 52.

Table 7
Respondents' Profiles Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level Management	16	5.4	5.4	5.4
	Middle level management	129	43.1	43.1	48.5
	Lower level management	154	51.5	51.5	100.0
	Total	299	100.0	100.0	

Table 8
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational leadership	299	52.00	80.00	73.1605	7.38770
transactional leadership	299	22.00	32.00	30.6254	2.08546
Employee job satisfaction	299	53.00	97.00	78.6622	5.80756
Valid N (list wise)	299				

4.4. Descriptive Statistics

Table 8 shows the average values of Transformational leadership, Transactional leadership and Employee Job Satisfaction. The analysis of descriptive statistics finds positive results among all variables (Transactional leadership, Transformational leadership and employee job satisfaction). The aggregate mean value of 3.16 for Transactional leadership describes that the employees have their feeling that his/her supervisor provide positive feedback when they come across with a good performance and supervisor points them when the performance is not up to the expectation. The average mean of 3.38 for transformational leadership describes the perception of employees' concerning with team oriented and facilitating leadership style of a supervisor. The manager is not about to give punishment and rewards but he/she also consider the employee feelings when taking action. The average value 3.91 for Employee job satisfaction explains that the employees' are happy with their job. This satisfaction could be intrinsic or extrinsic.

4.5. Descriptive Statistics of variables

All the items used a 5-point likert scale with (1= strongly disagree and 4 strongly agree, for transformational and transactional leadership)

(For employee job satisfaction also used 5-point likert scale with 1= strongly dissatisfied and 5= strongly satisfied)

4.6. Regression analysis

Table 6 shows regression analysis results, which illustrate the dependent variable i.e. employee job satisfaction on independent variable Transformation leadership and transactional leadership. Value of R explains the potency of association among dependent variable and independent variable and the range of R lies in 0-1 (Ibrahim et al., 2006). The value of R near to 1, indicate a strong association between DV and IVs and vice versa. The calculated value of study is as following.

Table 9
Correlations analysis

		Transformational leadership	transactional leadership	Employee job satisfaction
Transformational leadership	Pearson Correlation	1	.503**	.298**
	Sig. (2-tailed)		.000	.000
	N	299	299	299
transactional leadership	Pearson Correlation	.503**	1	.193**
	Sig. (2-tailed)	.000		.001
	N	299	299	299
Employee job satisfaction	Pearson Correlation	.298**	.193**	1
	Sig. (2-tailed)	.000	.001	
	N	299	299	299

**. Correlation is significant at the 0.01 level (2-tailed).
**. Correlation is significant at the 0.05 level (Pearson Correlation)

The analysis of Correlation is based to determining the direct the relationship among the variables. The same purpose is used in the present study. Carl Pearson developed Correlation coefficient which is denoted by *r*. Table 9 provides the summary of correlation analysis. The current study found the correlation coefficient of Transformational leadership and transactional

leadership with the value of .503**, and the highly significance positive relationship between them with the value *(p < 0.001)*. Furthermore, Transformational leadership and Job satisfaction with the value .298** has shown positive correlation between them, and with the value of *(p < 0.001)* is highly significant level. Moreover, the correlation between transactional leadership and job satisfaction with the value is .193** *(p <0.001)*.

Table 10, explains the model summary of the regression analysis, involving the job satisfaction as the dependent variable. The value of adjusted R square was 0.089 (with f-value significant as .000).

Table 10

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.298[a]	.089	.086	5.55301	.089	28.947	1	297	.000

a. Predictors: (Constant), transformational leadership

Table 11, explains the regression analysis for the transformational leadership and job satisfaction. The beta value was 0.298, (p < 0.001), significant, showing the relationship of transformational leadership and job satisfaction. Results proved that the null hypothesis can be rejected and the alternate hypothesis will be accepted, based on the results of the regression analysis.

Table 11

Regression analysis Transformational Leadership and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	61.523	3.202		19.216	.000
	transformational	.234	.044	.298	5.380	.000

a. Dependent Variable: Employee Job Satisfaction

Similarly, another variable that was considered for this study as an independent variable was the transactional leadership. The results according to Table 12, with adjusted R square value 0.037, and the significance value was 0.001.

Table 12

Model Summary Transactional Leadership and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.193[a]	.037	.034	5.70745	.037	11.546	1	297	.001

a. Predictors: (Constant), transactional leadership

In the same way the Table 13, gives the details about the regression coefficients of the results with transactional leadership as an independent variable and job satisfaction as a dependent variable. The beta value was 0.193 ($p < 0.05$), giving significant results, but slightly lower than the transformational leadership. The results supported the alternate hypothesis H2, and the null hypothesis was rejected.

Table 13

Regression analysis Transactional Leadership and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	62.165	4.866		12.774	.000
	transactional	.539	.159	.193	3.398	.001

a. Dependent Variable: Employee Job satisfaction

4.7. Discussion

The present study is an attempt to find the nexus between transformational leadership, transactional leadership and employee job satisfaction in the corporate sector of Pakistan. As forecasted, the correlation value of transformational leadership was found high with the employee job satisfaction (dependent variable) than transactional leadership. The findings of study is supporting Bass's (1985) model which suggested that the group and individual performance is more predictive under transformational leadership. The results also showed that managing-by-exception in not an effective leadership style (Bass, 1985). Bass (1985) in his original conceptualize model suggested that there are some contextual factors which moderate the effect of transactional leadership and transformational leadership on performance. In the view point of Bass: " transformational leaders are likely to find more ready acceptance in organizational units, in which there is receptivity to change and a propensity for risk taking". Avolio and Bass (1990) come with distinguished arguments, they explain that the units of organization bound by rules, traditions, and sanctions, those leaders who frequently looking for improvement and status quo conscious in a way to do the best job are found unsettled and in the result they found their self inappropriate for the continuity and stability of the existing structure.

The units which are supportive for creativity, risk taking and innovation is found more conducive for transformational leaders than those organizations which are structured, orderly and stable. We assume for the present study that all the three sectors i.e. Oil & Gas, Banking, and telecommunication have mechanistic structures and stability. The studied showed that all the three sectors of corporate sectors having the preference of transformational leadership. In other words the employees are more motivated and happy with transformational leader's rather than transactional leaders.

The correlation of transformational leadership and employee job satisfaction is highly significant. This showed that transformational leadership has its impact in the corporate sector. Hence the first hypothesis that "there is positive impact of transformational leadership on employee job satisfaction" was proved; however the second hypothesis that "transactional leadership has positive impact on employee job satisfaction" was also proved, but results were not highly correlated. These results correct the findings of (Bass and Avolio, 1990; Reblin, 2003 and Wilmore and Thomas, 2001) where they found that transactional leadership is negatively related to Job satisfaction Although the current study make the foundation for intensive future research to answers the question which are raised.

It was found in the study that those experienced employees' has showed high level of job satisfaction then the inexperience employees. These studies are consistence with previous research (e.g. Sarker *et al*., ; Oshagbemi, 1999) that experience and job satisfaction has positively related, and some other studies (George and hancer, 2003) pointed that experience and job satisfaction are related to each other. These studies has similarity with other researchers (Yarmohammadin and Rad, 2006) results that not only leadership style but leader's position in the organization has a positive relation with employee's job satisfaction. The current study involves corporate sector of Pakistan and the results are in line with the findings of (Hancer and George, 2003), where results showed that leader's position in organization had a relation with employee job satisfaction.

The level of significance between the variables shows an optimistic picture. These indications are in the favors of not only organization but also to the employees too. These indications are signs of noteworthy workplace and the improving economic growth of the organizations. With the high job satisfaction, this factor linked positively with other

organizational factors like Motivation, Organizational commitment, employee performance, job performance, productivity, turnover intensions, conflict management, innovative behavior, organizational performance, quality of work, creating good workplace environment etc.

4.7.1. Transformational, Transactional leadership and job satisfaction

Regression analyses were carried out to the hypothesis relationship among the leadership style and employee job satisfaction. All the results are summarizing in the table 11 & 13. Where in table 11 Transformational leadership style *(β=.298)* were found positively related to employee job satisfaction. Full support was provided by the results for the hypothesis *H1: "transformational leadership has a positive employee job satisfaction".* This showed positive relation of transformational leadership and employee job satisfaction. Previous literature suggested that leaders who adopted transformational leadership style were effective in achieving organizational objectives. According to Bass (1990), *"those leaders who formulate clear goals and facilitate the achievement of these goals will enhance followers' perception towards the working condition",* which ultimately leads to job satisfaction of the employee. The findings shows its consistency with some other researchers (Pattern, 1995; Monrao, Clabaugh, and Sountar, 2000; Hindun, Wilson-Evered and Scannell, 2009), which also found significant positive realtionaship between transformational leadership and employee job satisfaction. This study provide evidence for supporting the use of transformational leadership to enhance employee job satisfaction. Hence H1 is fully supported. These results showed that transformational leadership has a positive impact on employee job satisfaction, which accepted the H1.

Further the table summarizes the value of transactional leadership, which carried out the hypothesized test of the relationship between transactional leadership and employee job

satisfaction. The result showed transactional leadership style *(β=.193)* were also find positively related to employee job satisfaction. The relationship of transactional leadership and employee job satisfaction were nevertheless, found a less weak than transformational leadership. So the hypothesis; *H2: "transactional leadership has a positive impact on employee job satisfaction"* is found positively related. Hence it's supportive by the current study. Therefore the hypothesis is accepted, and the null hypothesis is rejected. These findings were not in line with other researcher's findings (Ribelin, 2003; Thomas & Wilmore, 2001; Bass and Avolio, 1990), who concluded that transactional leadership, is negatively linked with employee job satisfaction

4.8 Managerial Implications

Study endow with evidence which support the exercise of transformational leadership in helping to increase the employee job satisfaction. The outcomes would become more significant if the corporate organization focus more on the training of leadership according to the attributes of transformational leadership. These training would help the employee in their job satisfaction. Further, the result findings have association with the training & development of corporate organization leaders. The distinguish validity of MLQ could develop the perception that transformational leadership effectively produce good results in improving the skills and behaviors of an individual. Initial findings from a program developed for supervisor training was that the transformational leadership has already come up with some proficient results (Avolio and Bass, 1990)

The current study further endow with a first-time look of transformational leadership impact on three different corporate sectors i.e. Telecommunication, Oil & Gas, and Banking sector. The result clearly indicates that most of the employees preferred transformational leadership. Additionally, the results of the findings indicate that these results can probably be

generalized results across other related corporate sectors organization. Bass (1985) presented the definition of transformational leadership from the followers point view and their actions towards their leader. It has been seen that followers trying to act/copy like their transformational leaders; they provide a big deal of trust in the judgment's of their leader and with their mission; followers support their leader's value and usually trying to adopt them, and often create a strong emotional bond with their leader.

On the basis of result it may suggest that by adopting transformational leadership style the subordinate can develop their attributes of Charisma, Individual consideration, intellectual stimulation, inspirational motivation, and idealize influence. Additionally, transactional leadership is not suitable when talk on behaviors. Employee satisfaction comes from the respect given by the leader. The rigidness of transactional leadership mostly leads the employees to dissatisfaction. In contras transformational not only intrinsic but also extrinsically trying to satisfied their employees from his/her job. Transformational leaders mainly interested in the development of organization, while transactional leaders are more towards the development of their own selves. Transactional leader mostly take advantage of the needs of their followers. There could be much reason for followers in case of dissatisfaction from his/her job. Transactional leadership given the perception in general that employees lose their self-respect, and in the culture of Pakistan people are more concern with their respect rather in their performance. Further research is required to find out the reasons of dissatisfaction under the transactional leadership.

The present study provides insights for managers. This study could be utilized for the importance of leadership style and its relation with employee job satisfaction. Managers should give consider to these hygiene factors, as leadership style is one of the important factors which help in

increasing job satisfaction between employees. Managers should adopt such leadership styles which enhance job satisfaction intrinsically or extrinsically. Also managers should improve their styles which cause dissatisfaction. The current study would recognize and could help in direct improvement in those levels, where low job satisfaction lie, like Male, non-degree holders, young people, less experience employees, and general staff employees. Managers, in particular less experienced and first line mangers, can obtain more knowledge regarding leadership styles which can help then in the development of their personal approach

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The study results indicate a constructive relationship between transactional leadership, transformational leadership and employee job satisfaction, in the corporate sector of Pakistan. The employees of corporate sectors want such a work environment where they feel that they been provide importance and appreciate them. It's indicated, that corporate sector has more focused on transformational leadership rather than transactional leadership. The reason is that both variables are significant with their dependent variable i.e. job satisfaction, but transformational leadership is highly significant in comparing with transactional leadership. Provide motivation and helping employee beyond their self-interest are the two effective leadership factors which enhance the importance of transformational leadership.

The survey result found that the best leadership style in the corporate sector of Pakistan should be a hybrid of Transformational abilities with transactional abilities with managerial skills. The correlation among variables indicates that employees preferred transformational leadership on transactional leadership. (LaRochelle's & Medley, 1995), concluded in their findings that transformational leadership is linked with job satisfaction.

As the results show the employee satisfaction in the corporate sector of Pakistan, it was also considered that some other perceived leadership style should also positively relate to job satisfaction. The regression analysis showed that the employees' satisfaction is more towards extrinsic job satisfaction (e.g. Fringe benefits, co-workers, Pay, Supervision, Operating Condition, and Contingent reward, and it was also found that the by facilitating employees' with intrinsic job satisfaction (e.g. Nature of work, communication in organization, and promotion

schemes), has also impact in positive way and provide with high satisfaction. these results also in line the result of Chen, (2005), where concluded that transformational leadership has highly significant correlation with intrinsic job satisfaction rather that extrinsic job satisfaction.

5.2. Recommendations

The main purpose of the current study is to investigate the correlation between leadership styles and job satisfaction, in the selected corporate sector of Pakistan. For the success corporate leaders in the present fast changing environment, it would recommend that:

a. They should put focus on transformational leadership style in comparing with other leadership style, for enhancing the employees' job satisfaction efficiently and consistently.
b. The corporate sector should avoid the passive leadership style like Laissez-faire.
c. It is recommended that the corporate organization utilize more time on Employees' attentions, Coaching, ability, needs and desires, provide help in improving their talent, and endow with supportive environment.
d. To get high performance, leaders should act as behavioral, working role model and ethical way.
e. It is recommended that employees should be given more respect when deal.
f. For the development of employee's creativity and talents, they should be encouraged to perform some special task.
g. Employees should be trained in a way that they used different angels to solve the problem.
h. Confidence should be built to perform effectively.

i. It is important that corporate sector need to refine suitable resource strategies, for achieving high level of job satisfaction in employees, which ultimately result in high level of organizational commitment.

j. Most important managerial skills that corporate sector should carry on to develop team orientation, creativity, coaching, appreciation of others, and employee recognition.

5.3. Limitation Of study

This current study comes across many limitations, e.g. a shortage in corporate sector studies in general level and in Pakistan particular. Research on some organization was difficult to found. It was also difficult to find a particular leadership style in the selected sectors/organizations. The access to some executive level employees was also found difficult. Some employees' were found less cooperative in filling the questionnaire. Some of the employees given biased opinion while filling the questionnaire.

This study lean-to the leadership styles, further details study should be done by doing empirical research in the different leadership styles: Autocratic, Democratic , Lassiz-fair etc. The present study has only paid attention to the two Leadership styles i.e. transformational leadership & transactional leadership, and the impact of these styles on Employee job satisfaction. In future other leadership styles might also be considered checking the relationship with Employee Job Satisfaction. The only aim of this study to investigate the leadership style and employee job satisfaction; there are some other factors of Leadership which has impact on Employee Job Satisfaction were not included in this study moreover.

Study focused only 3 corporate sectors. In future other sectors or organization under corporate sector should also be considered for further generalize impact. One of the limitations of this study is cross-sectional design. The generalizability of this study is limited due to the used

of convenience sampling method. As study used one-dimensional measure of Transformational leadership, transactional leadership and employee job satisfaction, so this study should be viewed as the initial stage for prospect study which will extended to utilize the dimensions of transformational leadership i.e. Charisma, Inspirational motivational, Individual consideration, idealize influence and intellectual stimulation.

5.4. Direction for Future Research

The result findings of the present study have some practical implementation of transactional leadership and transformational leadership on employee job satisfaction. In Pakistan we have many other Human resources management characteristics in different organizations where the results from transactional and transformational leadership might be beneficial on equal level. It is suggested for further research to advance this research and check the effect of Transactional leadership and transformational leadership on other factors of Human resources management. It is also suggested that both the leadership styles should be check with the dimensions of employee's job satisfaction separately. Any moderating or mediating role of any factor could change the findings and will help to understand the relationship in other way. Also the best way to examine these kinds of relationships is to use longitudinal research design in place of cross-sectional. This study could be a replicated form on other populations, as the current study was carries out on some specific employees of corporate sector of Pakistan. In future other role of leadership styles can also be incorporated to investigate the relationship.

It was difficult to find research on some organizations, so in future research should be conducted specifically on the particular organization like Pakistan State oil (PSO), Oil & Gas Development corporation limited, Allied bank, Union bank and Habib bank. It would be beneficial to check the leadership styles in each organization pointed out above. Transformational leadership style

required energy and time. Future studies should assess the challenges, financial constraints and benefits for the development of innovative leadership styles to meet present changing corporate environment.

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Appendices

National Defence University

Date: 21/11/2111

Dear Participant,

I am conducting survey for my research thesis under title: "**Causal nexus between Leadership Style and Employee Job Satisfaction: in the corporate sector of Pakistan**". The data would be collected from employees of different Corporate Sectors; the results would greatly contribute to the knowledge regarding Employees job satisfaction and to be used to determine methods for professional improvement.

I request you to complete the enclosed questionnaires and return them to me within 15 days. The Multifactor Leadership Questionnaire is 36 items and measures leadership styles. Please answer these questions with your supervisor/manager in mind. The Work Quality Index consists of 21 items and measures Employees job Satisfaction in your current position. The surveys should take approximately 11 minutes to complete.

The information collected will be held in complete confidence by using only numbers to identify the data. The survey is extremely for the academic purpose and would not be used elsewhere. You may not write your name & designation for the purpose of confidentiality. Completion of the questionnaires implies your willingness to participate in the study.

Thank you for your assistance with this research project. Please accept the pen for participation in the study and feel free to contact me with any questions you may have at the number below or by E-mail.

Sincerely,
Sanaullah M.phil Scholar
National Defence University
Faculty of Contemporary Studies (FCS)
Department of Leadership and Management Studies (NDU)
Telephone: (92) 334-9176768, E-mail: sanaullahkk@gmail.com

Dear participant,

Assalam o Alaikum,
Please cooperate to fill in the questionnaire for demographic data. It is assured that the information provided would remain absolutely confidential.

Personal Information		
	Gender	Male Female
	Age	21 to 31 31 to 41 41 to 51 51 to Above
	Education	Intermediate Graduate Postgraduate M.Phil Ph.D
	Experience	Below 5 years 5 to 11 years 11 to 15 years 15 to Above
	Management Level	Top Level Management Middle Level Management Lower Level Management

The following questions measure your perception about the leadership qualities and skills of your supervisor. Kindly respond with clarity, keeping in view that your responses would be kept completely confidential.

1= ***not at all*** 2= ***once in a while***
3= ***sometimes*** 4= ***fairly often***
5= ***frequently, if not always***

Charismatic leadership:

1. He/she instills pride in others for being associated with him/her 1 2 3 4 5
2. He/she goes beyond self –interest for the good of the group 1 2 3 4 5
3. He/she acts in ways that build others respect for him/her 1 2 3 4 5
4. He/she displays sense of power and confidence 1 2 3 4 5

Idealized influence

5. He/she talks about his/her most important values and beliefs 1 2 3 4 5
6. He/she specifies the importance of having a strong sense of purpose 1 2 3 4 5
7. He/she considers the moral and ethical consequences of decisions 1 2 3 4 5
8. He/she emphasize the importance of having a collective sense of mission 1 2 3 4 5

Inspirational motivation

9. He/she talks optimistically about the future 1 2 3 4 5
11. He/she talks enthusiastically about what needs to be accomplished 1 2 3 4 5
11. He/she articulates a compelling vision of the future 1 2 3 4 5
12. He/she expresses confidence that goals will be achieved 1 2 3 4 5

Intellectual stimulation

13. He/she re-examines critical assumptions to question whether they are appropriate. 1 2 3 4 5
14. He/she seeks differing perspectives when solving problems 1 2 3 4 5
15. He/she gets others to look at problems from different angles 1 2 3 4 5
16. He/she suggests new ways of looking at how to complete assignments 1 2 3 4 5

Individualized consideration

17. He/she spends time teaching and coaching 1 2 3 4 5
18. He/she treats others as individuals rather than just as members of the group 1 2 3 4 5
19. He/she considers an individual as having different needs, abilities, and aspirations from others 1 2 3 4 5
21. He/she helps others to develop their strengths 1 2 3 4 5

Transactional Leadership Style

Contingent reward

21. He/she provides others with assistance in exchange for their efforts 1 2 3 4 5
22. He/she discuss in specific terms that who is responsible for 1 2 3 4 5

achieving performance targets

23. He/she makes clear what one can expect to receive when performance goals are achieved 1 2 3 4 5

24. He/she expresses satisfaction when others meet expectations 1 2 3 4 5

Management by exception (MBE)

25. He/she focus attention on irregularities, mistakes, exceptions, and deviations from standards 1 2 3 4 5

26. He/she concentrates his/her full attention on dealing with mistakes, complaints, and failures 1 2 3 4 5

27. He/she keeps track of all mistakes 1 2 3 4 5

28. He/she directs his/her attention toward failures to meet standards 1 2 3 4 5

Management by passive(MBP)

29. He/she fails to interfere until problems become serious 1 2 3 4 5

31. He/she waits for things to go wrong before taking action 1 2 3 4 5

31. He/she shows that he/she is a firm believer in, if some method doesn't work then don't apply it 1 2 3 4 5

32. He/she demonstrates that problems must become chronic before He/she takes action 1 2 3 4 5

Laissez-faire

33. He/she avoids getting involved when important issues arise 1 2 3 4 5

34. He/she is absent when needed 1 2 3 4 5

35. He/she avoids making decisions 1 2 3 4 5

36. He/she delays responding to urgent questions 1 2 3 4 5

EMPLOYEE JOB SATISFACTION

1= ***very dissatisfied with this aspect of my job,***
2= ***dissatisfied with this aspect of my job,***
3=***can't decite if I am satisfied or not with this aspect of my job,***
4= ***satisfied with this aspect of my job,***
5= ***very satisfied with this aspect of my job.***

Read each statement carefully; decide how satisfied you are about the aspect of the current job described by the statement. Then check the box that corresponds to your level of satisfaction with that aspect of your job.

37. The chance to work alone on the job 1 2 3 4 5

38. The chance to do different things from time to time 1 2 3 4 5

39. The chance to be "somebody" in the community 1 2 3 4 5

41. The way my boss handle his men 1 2 3 4 5

41. The competence of my supervisor in making decisions 1 2 3 4 5

42. Being able to do things that don't go against my conscience 1 2 3 4 5

43. The way my jobs provides for steady employment 1 2 3 4 5

44. The chance to do things for other people	1	2	3	4	5
45. The chance to do other people what to do	1	2	3	4	5
46. The chance to do something that making use of my ability	1	2	3	4	5
47. The way the company policies are put into practice	1	2	3	4	5
48. The pay and the amount of work that I do	1	2	3	4	5
49. The chance of advancement on this job	1	2	3	4	5
51. The freedom of use my own judgment	1	2	3	4	5
51. The chances to try my own methods of doing the job	1	2	3	4	5
52. The working condition	1	2	3	4	5
53. The way my co-workers get alone with each other	1	2	3	4	5
54. The praise I get for doing a good job	1	2	3	4	5
55. The feeling of accomplishment I get from the job	1	2	3	4	5
56. Being able to keep busy all the time	1	2	3	4	5

Thank you very much for your participation