

IMPACT OF LEADERSHIP STYLE ON BUSINESS PERFORMANCE WITH MEDIATING ROLE OF JOB SATISFACTION

HINA JAMIL¹, UMMARA ISLAM², FAISAL AZAM³

1, MBA (Honors) department of Business administration, University of Sargodha, Gujranwala campus

2, MBA (Honors) department of Business administration, University of Sargodha, Gujranwala campus.

3 MBA (Honors) department of Business administration, University of Sargodha, Gujranwala campus

faisalazam402@gmail.com, hinasahi31@yahoo.com

Abstract- The objective of this study is to examine the relationship between leadership styles and business performance of multinational companies operating in Pakistan. And, to check what have leadership styles been affecting on business performance if job satisfaction as a mediating variable. This quantitative study used structured questionnaire for collection of data and data were collected from 177 respondents. For Analysis and to explore this relationship, this study used statistical package for social sciences (SPSS). Finding reveals that all variables significantly correlate with each. In addition, job satisfaction mediates in the relationship of each leadership style (authentic and transformational) and business performance. Findings of this study also suggest practical implications that the business performance can be upgraded if employees are satisfied and that satisfaction come from true leadership. The foremost limitation of this study is that it was based on Cross-sectional data with a smaller sample size and variables were observed based upon the perceptions of the general managers.

Index Terms- Leadership styles, Business performance, job satisfaction.

I. INTRODUCTION

Businesses have significant position in our lives and therefore, successful business corresponds to a key part for upward nations. Undying performance is the centre determinants of business performance of any business because only from end to end performance business are capable to nurture and development accordingly, business performance is one of the most vital variables in the administration study and debatably the for the most part significant gauge of the business performance. The authors Lebars & Euske (2006) provide a set of definitions to exemplify the concept of business performance: performance constitutes both financial and non-financial indicators which offer information on the amount of accomplishment of objectives and results (Lebars & Euske 2006 after Kaplan & Norton, 1992). Performance is forceful; requiring ruling and explanation and it may be explained through a fundamental to description an business's performance rank, it is obligatory to be capable to enumerate the results. Business performance is "the ability to acquire and development human monetary and substantial resources properly to attain goals of the business" (Madella, Bayle, & Tome, 2005). Business performance is a product of the interaction among various departments and sectors in the business (Stankard, 2002). It covers both financial and non-financial dimensions (Ouekouak, Ouedraogo, & Mbengue, 2013). Fiscal scales are generally based on financial statements data (Hamdam, Pakdel, & Soheili, 2012). These criteria are highly solid and they consist of revenue, turnover growth rate, revenue on equity, return on sales, and income on assets. Shareholders are well satisfied by turnover (Chakravarthy, 1986) and this can be highlighted market value and turnover (Cho & Pucik, 2005; Venkatraman & Ramanujam, 1986). These aspects balance every one. Effectiveness refers a ancient times ability of organization to make income (Glick et al., 2005). Development explains a historical aptitude of business to boost its volume (Whetten, 1987). Escalating mass, still at the equivalent productivity stage, can enlarge its total earnings and currency production. Generously proportioned in addition be able to get competitive edge along with market run, foremost to improve prospected productivity. Market worth indicates the peripheral evaluation and anticipation of prospect presentation of the organization. It must have an association with chronological

productivity and expansion stage, excluding moreover integrate prospects of market deviations and aggressive movements.

Garg and Ma (2005) advocated moving towards recognition of non-financial indicators or non-subjective measures such as customer satisfaction, employee satisfaction with payments, technology, and innovation. Business performance is result of a business so that it is deliberated based on its goals and objectives (Lee, 2008). Development of manufacturing Business is key to economic development in the next decade, therefore, manufacturing companies need to improve their performance incessantly to continue to exist and blossom in the aggressive vicinity, due to enlarged rivalry among Business as well as focal point on business conversion and change, each Business wants to achieve effective performance (Pejman Ebrahimi, Seyedeh Marzieh Moosavi & Ebrahim Chirani., 2016).

In the 50's business performance was defined as the extent to which businesss, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum,1957) Later in the 60s and 70s, Business have begun to explore new ways to evaluate their performance so performance was defined as an business's ability to exploit its environment for accessing and using the limited resources (Yuchtman & Seashore, 1967). The years 80s and 90s were marked by the realization that the identification of business objectives is more complex than initially considered. Managers began to understand that a business is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, business theories that followed supported the idea of a business that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 1998).

Business's performance is greatly influenced by leadership approaches; effective leadership style can improve business's performance (Basse, 1982). Business's performance is dependent on the leadership approaches. Leadership method shifted left the attribute of leader to the aprosch of the leader slected (Hemphills, Coons, 1957; Likert 1961). Luthans (1993) employers are perceived by employees as the image of the business. Partharch (2005) impact of the leadership styles on business' performance found a strong association among leadership styled and business performance. According to Michael (2011) leadership has a undeviating grounds and effect relationship in THE LEAD BUSINESSES AS WELL AS THEIR ACHIEVEMENT. LEADERS SETTLE ON MORALS, CIVILIZATION, AND CHANGE LENIENCE AND employee enthusiasm. They form institutional strategies as well as their carrying out and usefulness. Leaders can come into sight by the side of every stage of organization and are not elite to administration. Generally talking, leadership presentation is indistinguishable with business presentation. Business administration relate its success to the effective leadership approach used by the leaders in the organizations which refer that leadership styles have great impact on business performance (Sun, 2002).

II. LITERATURE REVIEW

2.1: Leadership

Leadership refers to the approach used by leaders in their daily dealings with employees, which consist of values, norms and standards. It also affects emotions, satisfaction, performance and behaviour of employees (Lok & Crawford, 2004). Leadership is the important key and is mostly demanded in every Business, leadership is considered a way to solve most of the problems faced by Businesss (Daft & Marcic, 2006). Business success depends upon the approaches of leadership which are used by the leaders in business setting (Saleem, 2015).

2.2: Transformational Leadership:

Transformational leadership, as indicated by name that it is a process of changing and transforming people within a group (Northouse, 2010). Transformational leaders have more enthusiastic and satisfied followers (Bass, 2008). Riggio (2008) said that leaders authorize their employees, keep in view their needs and development as well as helping them to enhance their own leadership prospective. Transformational leadership refers to create a working background having satisfied and motivated employees (Marshall, 2008). Transformational leaders should have abilities to replace every old thing with a completely new one, they are positive deviants, innovators as well as "movers and shakers" (Marshall, 2011). Transformational leadership is suitable for the Businesss having strategy of huge changes (Bass, 1985).

Transformational relationship is necessary between leader and follower for successful transformational leadership (Storr, 2004). Followers are helped by transformational leaders to perform better and leaders develop their vision to make efforts and perform more than expectations (Bass & Riggio, 2006). Transformational leadership can be questioned as leaders create a new vision in followers to make effort for change, while it might be difficult because this change acting on followers (Bass & Riggio, 2006). They further argued that transformational leader may be directive, participative, authoritarian or democratic. Transformational leaders

the values of employees and create new vision for future which may not be necessarily beneficial for employees as there are numerous examples in history when leaders who have broken their followers, the followers had to lose their lives due to their visions CREATED BY LEADERS (BASS, 1985).

2.3: Authentic leadership:

Luthans and Avolio (2003) authentic leadership is a designed procedure to develop constructive psychological capabilities and developed business framework, resulting addicted to positive self-regulated behavior and higher self-awareness by leaders and colleagues. Shamir and Eilam (2005) authentic leadership is based upon values and convictions, rather than status, honor and personal rewards. It has characteristics of leadership, ethics and positive business behaviour (Cameron, Dutton, & Quinn, 2003; Cooper & Nelson, 2006; Luthans&Avolio, 2003). Avolio and Gardner (2005); Luthans et al. (2003) argued that authentic leadership includes ethical point of view having high moral values that give a hand in decision making and actions. According to Michel Kernis (2003) authentic leaders should have four traits (a) self-concept, (b) high level of self-resolution or self-concept clarity, (c) self-concordant goals and (d) self-expressive behaviour. Authentic leaders aware of their own as well as others' values and strengths and know that how they are perceived by others, and they are optimistic, confident and high moral temperament (Avolio, Luthans, & Walumbwa). Leaders can control followers' perception by (a) being consistent in words of mouth and actions as inconsistency refers unauthenticated and (b) presenting differently in front of different audience (Goffee & Jones, 2005, 2006). Authentic leaders should know to disclose themselves in authentic way through their behaviours and practices (Avolio et al., 2005). Authentic leadership is neutral ethically (Gardner, Avolio, & Walumbwa, 2005).

2.4: Job satisfaction:

Job satisfaction refers the employee's feelings toward their jobs and other aspects of the jobs (Spector, 1997). According to Schermerhorn (1993) job satisfaction is an employee's affective and emotional reply to the job. From needs perspective job satisfaction is fulfillment of Maslow's hierarchy of needs, physiological needs, safety, social needs, self-esteem and self-actualization (Kuhlen, 1963; Work, 1970; Conrad et al., 1985). According to Melvin (1993) environmental design is much important for job satisfaction in Business. Job satisfaction gets high when alternative available job are less differ than current job (Partridge, 1981). Leaders can create more job satisfaction in employees by motivating and assisting them (Savery, 1987). Power and freedom can increase the level of job satisfaction (Warn, 2003).

2.5: Business performance:

The businesses are performing a key element in our daily life and it is also an important component for development of the country. The researcher Lebas&Euske(2006) defined the basic business concept for judgment of performance: these concepts have two categories which are helping to measurement of business performance are financial indicator and second is non-monetary indicator (Lebas&Euske 2006 after Kaplan&Norton, 1992). It covers both financial and non-financial dimensions (Ouekouak, Ouedraogo, & Mbengue, 2013). Fiscal scales are generally based on financial statements data (Ham dam, Pakdel, & Soheili, 2012). Gargand Ma(2005) advocated moving towards recognition of non-financial indicators or non-subjective measures such as satisfaction of customer, satisfaction of employee with payments, technology, and innovative ideas. Business performance is result of a business, so that it is deliberately based on its goals and objectives (Lee, 2008).

2.6: Relationship between authentic leadership and business performance with mediating variable of job satisfaction.

Authentic leader provide work empowerment to their employees where they can access information, support, resources, new opportunities of growth and greater inter professional collaboration (Laschinger & Smith 2013). Wong and Laschinger (2013) stated that through work empowerment authentic leader can increase performance of employee's job and satisfaction of employee's to their job. Emily A. Read & Heather K.S. Lasching (2013). Conducted a study on newly graduate nurse to measure the structural empowerment, authenticity of the leader and satisfaction of job and relational social capital on the psychological condition. The results show that the structural empowerment mediates the relationship between authenticity of leadership and relational social capital which in chance have negative impact on health but have positive impact on job

satisfaction. Leyla Farahbod and SourehArzi (2014) analyze the job satisfaction are mediating role between the human resource management practices and performance of employee. Ebru Aykan and Semra Aksoylu (2015) conducted a study on the accounting professional to analyze the job satisfaction are mediating role between the emotional competencies of employee and perceived service quality. After the results it is concluded that the job satisfaction partially mediates between emotional competencies and perceived service quality.

Authentic leaders develop group virtuousness and potency which in result increase the business performance (Rego, J únior, & Cunha, 2013). Ndiwalana (2014) examined the relationship of employee motivation, job satisfaction and performance of business with the help of quantitative research. The results show positive link among worker inspiration and job satisfaction, and job satisfaction and business performance.

2.7: Relationship between transformational leadership and business performance with mediating variable of job satisfaction.

The employees (North house, 2007). Transformational leader increase productivity by attaining confidence and respect of employees and also have the capability to effect the subordinate's behaviour and employee's job satisfaction (Givens, 2008).H. M. Thamrin (2012) examines the impact of transformational style of leadership on employee of the performance under mediating effect of employees job satisfaction and business commitment. The results shows that job satisfaction increase the employee performance and can be used as mediating variable. Ahmad Said Ibrahim Al-Shuaibi, Chandra kantar Subramanian and Faridahwati Mohd Shamsudin (2014).

Locke (1976) defines job satisfaction as positive or pleasing emotions of a person related to a job or experience. Employees show positive attitude toward a job if Business considers their feelings and emotions, beliefs and behaviour (Akehurst, Comeche, & Galindo, 2009). (Aziri, 2011) explore a positive relation between employee job satisfaction and business performance.. So the job satisfaction is really important for the success of the Business. Similarly, the study of JalilHashmi and DelkashSadeqi (2016) analyze the relationship between job satisfaction and business climate. The results confirm the relationship between job satisfaction and business climate. Jackson BwireMc, Johnson Ssekakubo, Freddie Lwanga, andGeorge.DanicaBakotić (2015) also studies the relationship between job satisfaction and business performance. The results reveal a strong connection between job satisfaction and business performance than the connection between business performance and job satisfaction. Moreover, Muhammad ShahzadLatif, Mushtaq Ahmad, Muhammad Qasim, MammalMushtaq, Amber Ferdos and HummayounNaeem (2013) examined the relation between job satisfaction and performance of the business by considerationemployee's age, gender and experience. The results show that there correlation between job satisfaction and performance of the business is positive.

2.8: Transformational leadership and business performance

Yıldız et al. (2014) stated that transformational leadership style has positive effect on business performance. Similarly, Morales, Barrionuevo and Gutierrez (2012) fond that transformational leaders with the help of business learning and innovation can increase the business performance. Emery and Barker (2015) stated that transformational leaders increase the employee satisfaction and motivation with their job by encouraging them to take more responsibility. Takuma Kimura investigates the transformational leadership and job satisfaction under the moderating effect of perception of politics and market orientation. The results show that both variables mediate between transformational leadership and job satisfaction.

THEORETICAL FRAMEWORK



III. METHODOLOGY:

Research Design:

Current study is quantitative and descriptive in nature. Deductive approach merely has used in study and research design is description. Survey method is used in study to discover impact of Authentic Leadership & Transformational Leadership on Business Performance. Questionnaire method is used in survey. Questionnaire is divided two segments first segment contain demographic of respondents including their age, gender, education level, and nature of employment which is measured by nominal scale. Second segment is related to the question relevant to under study variables namely Authentic Leadership& Transformational Leadership (independent variable), Business Performance (dependent variable) and Job Satisfaction (mediating variable) is assessed by scale. All independent variables contain 22 items Dependent Variable is measured with 11 items, and other mediating variable emotional exhaustion contain 11items and total items were adopted in current study. Total 44 items were used in questionnaire. A 5-point likert scale has been adopted for this purpose. SPSS (Statistical Package for Social Sciences) and AMOS are used.

Data Collection

Current study is an empirical and taking primary data to explore impact of Leadership and Business Performance with mediating role of Job Satisfaction. Structured questionnaire is used to gather data from respondents. The responses were gathered from different institutions in Gujranwala. Total 300 questionnaires were distributed randomly to the students out of which 177 questionnaires were solved correctly. Unit of analysis was individuals and casual relationship technique use for investigation. Sampling design was non-probability. Time horizon is cross-sectional and non-contrived study setting is performed.

Demographics

A total of 300 questionnaires were distributed among different institutions out of which 177 were correctly filled. Male and female fill respondents .A total of 300 questionnaires were distributed among different educational institutions out of 177 which were correctly filled. Male and female fill respondents. 88 males and 109 females were respondents the percentage is 40.6% and 55.3% respectively. The percentage of age group is 1.01%, 28.4%, 51.2% and 19.2%. It proves that most of our respondents were between the up to 22-24age group. Similarly the percentage of Education is 4.06%, 44.6% and 51.2% respectively it reveals that most of our respondents were the students of Masters. The percentage rate of Nature of employment was 49.7% and 50.2% which shows that most of respondents were Permanent employees.

TABLE 1: DEMOGRAPHIC

Demographic Profile:	Demographic feature	Frequency	Percentage %
Gender	Male	88	40.6
	Female	109	55.3
Age group	Under 18	2	1.01
	18-21	56	28.4
	22-24	101	51.2
	24+	38	19.2
Education	Intermediate	8	4.06
	Bachelor	88	44.6
	Masters	101	51.2

Nature	Contractual	98	49.7
	Permanent	99	50.2

TABLE 2: CORRELATIONS ANALYSIS

Variables	Mean	SD	AL	TL	JS	BP
AL	3.5729	.46104	1			
TL	3.6073	.37174	.357**	1		
JS	3.5948	.42164	.449**	.420**	1	
BP	3.5444	.41952	.310	.397**	.426**	1

** $P < .01$; N = number of participants; SD = standard deviation; AL = Authentic Leadership; TL = Transformational Leadership; JS = Job Satisfaction; BP = Business Performance.

The mean value of Authentic Leadership is 3.5729 close to 2 it means the majority of the respondents were occasionally facing leadership and the value of standard deviation is .46104 which showed 46.104% variations among respondents. The mean of Transformational Leadership is 3.6073 close to 2 items it means the majority of the respondent were occasionally facing leadership Moreover, Authentic Leadership & Transformational Leadership is positively and significantly correlated ($r=0.317^{**}$ and 0.213^{**}) wit Job Satisfaction & Business Performance, at $P < .01$ respectively. Moreover, the mean value of Job Satisfaction is 3.5948 close to 2 it means the majority of the respondents were occasionally feel satisfied and the value of standard deviation is .42164 which showed 42.164% variation among responses. Moreover, Job Satisfaction positively and significantly correlated ($r=0.388^{**}$) with workplace deviance, at $P < .01$ respectively. Furthermore, the mean value of Business performance is 3.5444 which is closed to 3 which means that most of the dents were Monthly thought Business performance and the standard deviation is .41952 which showed 41.952% variation in the responses.

Table 3: Regression

Variable	B	SE	B	T	Sig.
Constant	2.537	.236		10.768	.000
AL	.282	.065	.310	4.312	.000

$R^2 = .096$
 $F = 18.594$
 $P = .000$

Table 3 verified the link of Performance of Business as the variable of dependent with Authentic Leadership as variable of independent. Outcome showed that Authentic Leadership was confidently and significantly associated with Business Performance. Additionally, $R = .096$ exposed that 9 % variation in Business Performance can be described by Leadership. Table 3 also represented that $F = 18.59$ and $p < .00$ that statistically significant the model is confirmed which means analyst caused changes in dependent variable. These results supported the H1 of the study which was articulated as “Authentic Leadership relates significantly to Business Performance”.

Table 3.1; Regression

Variable	B	SE	B	T	Sig.
Constant	1.927	.284		6.787	.000
TL	.282	.065	.397	5.728	.000

$R^2 = .158$
 $F = 32.808$
 $P = .000$

Table 3.1 demonstrate the connection of Performance of Business as a variable of dependent with Transformational Leadership as variable of independent .The result indicated that Leadership was positively & significantly related with Business Performance. Additionally, $R=.158$ showed 15% variation in business performance can be explained by Leadership. This table also portrays that $F=32.808$ & $p<.00$ that demonstrated the table is significant statistically which means predictor cause changes in dependent variable. These result supported the H1 of which was articulated as Transformational Leadership relates significantly to Business Performance.

4; MEDIATION BETWEEN AL-JS RELATIONSHIP

Table 4.1: Model Summary

R	R-sq	F	Df1	Df2	P
.45	.20	44.21	1.00	175.00	.00

Table 4.1 described the value of R, R2, F and degree of freedom (df) at relevant significance level.

Model

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	2.13	.22	9.56	.00	1.69	2.57
Avg AL	.41	.06	6.65	.00	.29	.53

Table No 4.1 portrayed the results of the mediating effect of JS on the association between AL and BP. Beta-value ($\beta = 2.13$), t-value ($t=9.56$) and p-value ($p<0.00$) depicted that JS had a significant mediating

Table 4.2: Model Summary

R	R-sq	F	Df1	Df2	P
.45	.20	21.59	2.00	174.00	.00

Model;

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	1.78	.27	6.48	.00	1.24	2.32
Avg JS	.36	.08	4.72	.00	.21	.51
Avg AL	.14	.07	1.96	.05	.00	.27

Table No 4.2 portrayed the results of the mediating effect of JS on the relationship between AL and BP. Beta-value ($\beta= 1.78$), t-value ($t=6.48$) and p-value ($p<0.00$) depicted that JS had a significant mediating effect.

Table 4.3: Model Summary

R	R-sq	F	Df1	Df2	P
.31	.10	18.59	1.00	175.00	.00

Model

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	2.54	.24	10.77	.00	2.07	3.00
Avg AL	.28	.07	4.31	.00	.15	.41

Table No 4.3 portrayed the results of the mediating effect of JS on the relationship between AL and BP. Beta-value ($\beta= 2.54$), t-value ($t=10.77$) and p-value ($p<0.00$) depicted that JS had a significant mediating effect.

5; Mediation between TL-JS Relationship

Table 5.1; Model Summary

R	R-sq	F	Df1	Df2	P
.42	.18	37.54	1.00	175.00	.00

Model;

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	1.88	.28	6.65	.00	1.32	2.43
Avg TL	.48	.08	6.13	.00	.32	.63

Table No 5.1 portrayed the results of the mediating effect of JS on the relationship between TL and BP. Beta-value ($\beta=1.88$), t-value ($t=6.65$) and p-value ($p<0.00$) depicted that JS had a significant mediating effect.

Table 5.2, Model Summary

R	R-sq	F	Df1	Df2	P
.49	.24	27.34	2.00	174.00	.00

Model

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	1.34	.30	4.43	.00	.74	1.94
Avg JS	.31	.07	4.31	.00	.17	.46
Avg TL	.30	.08	3.64	.00	.14	.46

Table No 5.2 portrayed the results of the mediating effect of JS on the relationship between TL and BP. Beta-value ($\beta=1.34$), t-value ($t=4.43$) and p-value ($p<0.00$) depicted that JS had a significant mediating.

Table 5.3; Model Summary

R	R-sq	F	Df1	Df2	P
.40	.16	32.81	1.00	175.00	.00

Model

Variables	Coeff	Se	T	P	LLCI	ULCI
Constant	1.93	.28	6.79	.00	1.37	2.49
Avg JS	.45	.08	5.73	.00	.29	.60

Table No 5.3 portrayed the results of the mediating effect of JS on the link between AL&TL and BP. Beta-value ($\beta= 1.93$), t-value ($t=6.97$) and p-value ($p<0.00$) depicted that JS had a significant mediating effect. These findings supported the H2 of the study that was framed as JS mediates the link between PCF and ERs. These conclusions displayed that the low degree of trust changed the direction of the relationship between AL; TL AND BP. In other words, when a person faces the Leadership he feel drained and try to leave the organization and search for the alternatives.

Table; Sobal test.

	Effect	Se	Z	P
AL	.15	.06	3.83	.000
TL	.15	.04	3.49	.000

P value is .000&.000 which is significant it reveals that the model of the data is significant.

IV. DISCUSSION

The major Objective of this Article is to find out the connotation between Leadership style and performance of the business by using job satisfaction as a meditating variable. The results show that leaders who are using inspirational and motivational behavior in Transformation style are positively effect of employee job satisfaction (Saleem, 2015). Supporters are optimistic and more encouraged to obtain high obligation and self-sufficiency by transformational style of leader (Emery & Barker, 2015), so it enhances employees sagacity of achievement and satisfaction through their job improved .The authentic leaders suitable for new employees in the organization .Unstable and animatedly changing job surroundings by the use of creating a basic change in business with supporting workforce explore meaningfulness and association with job. Hu and Liden (2011) similarly recommended group level leadership might make easy well-organized processes, social incorporation, and plane communication inside the group, pleasing to the eye motivational group usefulness and effectiveness. the research shows transformational style of leadership is more favorable for job satisfaction of employee and that organization leads to high performance in business sector .this results was related with previous research paper form Hartog and Koopman (2002), that research showed the positively relationship between Transformational style of leadership with organizational effectiveness, customer satisfaction and last is employee satisfaction and performance. . Transactional leadership and authentic leadership styles positively correlate with performance of business and employee’s job satisfaction positively mediates leadership styles and business performance.

Significance

Many researchers have used these variables in their research but really less work has been done on these variables in Pakistan. We conducted the data from different sectors in Pakistan and used it to find out the significance of relationship between Transformational leadership and authentic leadership with business performance and mediation role of job satisfaction, that how do leadership styles affect business performance? And how does job satisfaction mediates this relationship?

Other researchers can use our study to find out that how organizations should use different leadership styles to improve their business performance and to increase the intensity of job satisfaction of their employees. Leaders and supervisors of different organizations should also learn different tactics of leadership styles to that they may have better way to influence their employees and subordinates. Better leadership skills of leaders lead to the increase the level of motivation of their followers and will ultimately improve their job commitment and job satisfaction. This research is also useful for researchers who want to know the significance level of the relation between transformational leadership, authentic leadership and business performance and mediating role of job satisfaction in different sectors of Pakistan.

V. LIMITATIONS AND FUTURE DIRECTIONS

Firstly, this study limited only two leadership styles namely transformational leadership style and authentic leadership style to influence job satisfaction and then leads to better business performance. There can be more leadership styles like transactional, spiritual, charismatic, situational, democratic and entrepreneurial leadership which can affect job satisfaction and business performance. Furthermore there is not only a single variable leadership which can improve or lower the business performance and job satisfaction, there are many more variables which may affect job satisfaction and business performance which can be used by researchers in future. Second, we collected data only from Pakistan and future researchers may collect data on international level. Only few questions are used on questionnaire for collection of result, this is worldwide research which could not be limited only within few questions so future researchers may use wide range of questions to make research on these variables.

VI. CONCLUSION

It has been proved from the study that transformational and authentic leadership styles have positive effect on job satisfaction and business performance. Different tactics of the leadership styles adopted by leader can increase or decrease their influence on employees. Leaders have power to increase or decrease employees' motivation and their commitment to the organization or job, if leaders will increase their motivation level then employees will perform better and ultimately business performance will be increased when employees will be satisfied from their jobs as well as from leaders.

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