International Journal of Research Publication and Reviews

A Study on the Impact of Leadership Styles on Employee Performance and Job Satisfaction in Uno Minda Limited, At Hosur

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ABSTRACT:

This research explores the impact of leadership styles on employee performance and job satisfaction, focusing on how different leadership approaches influence workplace outcomes. The study examines the perceptions of employees regarding their supervisors' leadership behaviours and how these behaviours affect their motivation, productivity, and overall job satisfaction. It highlights the importance of leadership styles such as transformational and democratic leadership in fostering a positive work environment and enhancing employee engagement. The research also reveals that employees who feel valued, appreciated, and involved in decision-making tend to perform better and report higher job satisfaction. Key factors such as regular feedback, recognition, and autonomy in the workplace were found to significantly boost employee morale and performance. Conversely, leadership styles that are overly rigid or passive, like autocratic or laissez-faire, were found to have a negative impact on employee engagement and satisfaction. In conclusion, the study emphasizes that leadership style is a critical determinant of employee performance and satisfaction. It suggests that organizations should invest in developing leadership practices that encourage inclusivity, open communication, and adaptability to create a more motivated and productive workforce. Further research is recommended to explore leadership dynamics across different sectors and work environments, including remote and hybrid models.

Keywords: Leadership styles, Employee performance, Job satisfaction, positive work environment, Autocratic, Democratic, laissez-faire, Transformational, Transactional leadership.

INTRODUCTION

Leadership is a critical factor in shaping organizational outcomes, influencing individual performance, team dynamics, and the overall work environment. It involves guiding, motivating, and influencing others toward common goals, and is widely recognized as a key driver of organizational effectiveness. Over time, several leadership styles have emerged most notably transformational, transactional, autocratic, democratic, and laissez-faire each with unique approaches to communication, decision-making, and employee engagement.

The choice of leadership style can significantly impact employee performance and job satisfaction, two essential indicators of organizational health. Employee performance reflects how effectively individuals meet job expectations and contribute to organizational goals, while job satisfaction encompasses an employee's emotional and cognitive response to their work, including motivation, recognition, and growth opportunities. As workplace complexity and employee expectations rise, understanding the link between leadership style and these outcomes has become increasingly important.

RESEARCH BACKGROUND

In today's rapidly evolving and highly competitive automotive industry, leadership plays a pivotal role in shaping organizational outcomes. Companies like **Uno Minda**, a global Tier-1 automotive supplier with a growing presence across Asia, Europe, and the Americas, rely on effective leadership to navigate challenges, drive innovation, and manage a diverse workforce. With a focus on values such as collaboration, inclusivity, and employee well-being, Uno Minda's leadership strategies are central to its success in fostering high levels of employee performance and satisfaction.

This aligns with the growing importance of inclusive and supportive leadership in modern organizations. Various Leadership styles Like **transformational**, **transactional**, **autocratic**, **democratic**, and **laissez-faire** affect how leaders motivate, engage, and manage their teams. This study aims to examine how these leadership styles impact employee performance and job satisfaction at Uno Minda, offering insights for improving leadership practices and organizational effectiveness.

INTERPLAY BETWEEN LEADERSHIP, EMPLOYEE PERFORMANCE AND JOB SATISFACTION

Leadership plays a crucial role in shaping both employee performance and job satisfaction. The way leaders guide, support, and interact with their teams directly affects how well employees perform and how satisfied they feel at work. Supportive and engaging leadership tends to boost motivation, productivity, and morale, while poor leadership can lead to low performance and dissatisfaction.

In essence, effective leadership improves performance by setting clear goals and providing direction, and it enhances job satisfaction by fostering trust, recognition, and a positive work environment. This interplay makes leadership a key factor in achieving organizational success.

IDENTIFIED PROBLEM

Leadership significantly influences employee behavior, performance, and job satisfaction. Different leadership styles—transformational, transactional, laissez-faire, autocratic, and democratic affect how employees engage with their work and organizational goals. While some leaders prioritize results, boosting productivity but lowering morale, others focus on well-being, potentially at the cost of efficiency. Autocratic leadership can improve short-term performance but may lead to dissatisfaction, while democratic leadership fosters satisfaction but may take longer to achieve high performance. This misalignment can lead to decreased motivation, job dissatisfaction, and turnover.

This study aims to explore how these leadership styles impact employee performance and job satisfaction, offering insights to help organizations adopt leadership approaches that balance organizational success with employee well-being.

OBJECTIVES OF THE STUDY

To study how the leadership styles impact the employee performance and job satisfaction in the organization.

To determine how different leadership styles influence employee performance in organizational settings.

To evaluate the relationship between leadership styles and job satisfaction among employees, and how these factors contribute to overall workplace morale.

To identify the leadership style that maximizes both employee performance and satisfaction.

To provide actionable recommendations for organizations to adopt effective leadership practices.

REVIEW OF LITERATURE

Bass, B. M. & Avolio, B. J. (1994), In his research, 'Improving Organizational Effectiveness Through Transformational Leadership', "Transformational leadership is the process through which leaders inspire followers by creating a vision, fostering innovation, and motivating followers to exceed expectations". Bass and Avolio explored how transformational leadership enhances organizational effectiveness. Their findings revealed that transformational leaders positively influence both employee performance and job satisfaction by empowering individuals and aligning their goals with organizational values.

Goleman, D. (2000), 'Leadership That Gets Results', "Leadership style is the consistent pattern of behaviour exhibited by a leader when interacting with employees, heavily influenced by emotional intelligence". Goleman examined six leadership styles (coercive, authoritative, affiliative, democratic, pacesetting, coaching) and their emotional intelligence components. He found that leaders who adapt styles based on the emotional needs of employees achieve better performance outcomes and higher satisfaction.

Judge, T. A. & Piccolo, R. F. (2004), 'Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity', "Transformational leadership is more effective than transactional leadership in promoting job satisfaction and performance". This meta-analysis reviewed 87 studies and concluded that transformational leadership significantly outperforms transactional leadership in influencing job satisfaction, employee motivation, and performance, especially in dynamic work environments.

Lewin, K., Lippitt, R., & White, R. K. (1939), 'Patterns of Aggressive Behaviour in Experimentally Created Social Climates', "Leadership styles—authoritarian, democratic, and laissez-faire—affect the atmosphere and effectiveness of group work". Through experiments, Lewin and colleagues found that democratic leadership led to higher levels of employee satisfaction and productivity compared to authoritarian and laissez-faire styles. This work is foundational in understanding how leadership style impacts workplace behaviour.

Bass, B. M. & Riggio, R. E. (2006), 'Transformational Leadership', "Transformational leadership involves charisma, inspirational motivation, intellectual stimulation, and individualized consideration". This book emphasizes that transformational leadership positively affects followers by increasing engagement and trust, ultimately improving job satisfaction and employee output across different organizational settings.

Northouse, P. G. (2018), 'Leadership: Theory and Practice', "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal". Northouse reviews various leadership theories and concludes that transformational, servant, and participative leadership styles are most positively associated with enhanced employee satisfaction and performance.

Yukl, G. (2006), 'Leadership in Organizations', "Leadership styles are patterns of behaviour leaders use in decision-making and relationship-building", Yukl provides evidence that participative and transformational leadership styles improve employee morale and performance by encouraging involvement, feedback, and goal alignment.

Tannenbaum, R. & Schmidt, W. H. (1973), 'How to Choose a Leadership Pattern', "Effective leadership lies on a continuum between autocratic and democratic styles, with context determining the optimal point", Their framework helps managers select appropriate leadership styles based on situational needs, showing that employee autonomy often results in higher satisfaction and performance.

Schriesheim, C. A., & Hinkin, T. R. (1990), 'Leadership and Performance', 'Leadership Quarterly, 1(2), 111-122'. Schriesheim and Hinkin's

literature review discusses how leadership behaviours impact both employee performance and satisfaction. They conclude that leadership practices that align with employees' needs and organizational goals foster improved outcomes in both areas.

House, R. J. (1996). Path-Goal Theory of Leadership, Sage Publications. House's path-goal theory posits that a leader's primary role is to help followers achieve their goals by removing obstacles and providing support. He identifies four leadership styles—directive, supportive, participative, and achievement-oriented—that adapt to different follower needs, enhancing motivation, satisfaction, and performance.

Skogstad et al. (2007), 'The Destructiveness of Laissez-Faire Leadership Behaviour', "Laissez-faire leadership is characterized by a lack of direct supervision and avoidance of decision-making responsibilities". This study found that laissez-faire leadership correlates with increased workplace stressors, role ambiguity, and psychological distress, negatively impacting employee performance.

Kalu & Okpokwasili (2018), 'Impact of Autocratic Leadership Style on Job Performance of Subordinates in Academic Libraries in Port Harcourt, Rivers State, Nigeria'. "Autocratic leadership centralizes authority, with leaders making decisions unilaterally, expecting subordinates to follow orders without input". The study found that autocratic leadership in academic libraries led to dependent and uncreative subordinates, negatively impacting job performance. Subordinates exhibited low productivity and high dissatisfaction, indicating that t'his leadership style may hinder employee performance in such settings.

Fouad (2019), 'Impact of Leadership Style on Employee Job Satisfaction in the Hospitality Industry', "Autocratic leadership involves centralized decision-making, where leaders maintain strict control over work processes and employee behavior". The research revealed that autocratic leadership negatively affected job satisfaction among employees in the hospitality industry. Factors such as lack of empowerment and recognition contributed to decreased satisfaction, highlighting the adverse effects of this leadership style on employee morale.

Akor (2014), 'Influence of Autocratic Leadership Style on the Job Performance of Academic Librarians in Benue State', "Autocratic leadership involves centralized decision-making, where leaders make decisions without consulting subordinates", The study found that autocratic leadership did not significantly affect the job performance of academic librarians, with performance levels lower than those following democratic leadership styles. This suggests that autocratic leadership may not be effective in enhancing employee performance in academic libraries.

Aljamal & Abd Wahid (2020), 'The Relationship of the Democratic Leadership Style with the Job Satisfaction of Faculty Members in Private Universities in Jordan'. "Democratic leadership emphasizes inclusivity and shared decision-making, fostering a sense of belonging and value among employees". The research established a positive correlation between democratic leadership and job satisfaction among faculty members. Involvement in decision-making processes contributed to higher morale and contentment, suggesting that democratic leadership fosters a supportive work environment.

Udin, Hosam Alden Riyadh, Radyan Dananjoyo (2020), 'International Journal of Advanced Science and Technology', This literature review analyzed 38 studies published between 2010 and 2020, concluding that transformational leadership significantly enhances employee creativity and performance. The style's emphasis on idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration fosters intrinsic motivation and job satisfaction, leading to outcomes that exceed expectations.

Thaneswary Raveendran, Aruna Shantha Gamage (2018), 'Journal of Business Studies', this review highlighted that transactional leadership, characterized by contingent rewards and penalties, has a moderate impact on employee performance. While it establishes clear expectations and rewards compliance, it may not inspire higher levels of performance or innovation compared to transformational leadership.

Dolly & Nonyelum (2018), 'Impact of Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries in Port Harcourt, Rivers State, Nigeria', "Democratic leadership involves decentralized decision-making, where leaders share authority with subordinates, encouraging participation and collaboration". The participative approach led to increased motivation and productivity, highlighting the effectiveness of shared decision-making in enhancing employee performance.

Bhatti et al. (2012), 'The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction', "Autocratic leaders make decisions independently; democratic leaders involve employees in decision-making". The study revealed that democratic leadership significantly enhances job satisfaction due to greater employee involvement and communication. In contrast, autocratic leadership tends to decrease job satisfaction due to lack of employee input and recognition.

Saleem (2015), 'The Impact of Leadership Styles on Job Satisfaction and Organizational Commitment', "Leadership styles shape how employees perceive their work and relationships at work". The study concludes that democratic and transformational leadership have a positive impact on job satisfaction, while autocratic leadership negatively affects it.

RESEARCH GAP

While extensive research exists on leadership styles and organizational outcomes, there is a gap in understanding their combined impact on both employee performance and job satisfaction. Most studies focus on one variable at a time, limiting a holistic view. Additionally, while transformational and transactional leadership are well-explored, alternative styles like democratic, autocratic, and laissez-faire receive less attention, particularly in diverse organizational contexts. The influence of contextual factors such as industry, culture, and demographics is also underexplored. This study aims to address these gaps, providing insights for leadership development and human resource management.

RESEARCH METHODOLOGY

Descriptive research is a research design used to describe a phenomenon or situation. It involves collecting data through surveys, questionnaires, interviews, and observations.

Data collection is the process of gathering and collecting information from various sources to analyze and make informed decisions based on the data collected. This can involve various methods, such as surveys, interviews, experiments, and observation. The researcher collected the primary data through providing questionnaire to the respondents and the secondary data was collected through websites, online journals, published reports, review of literature

from published articles.

Sampling methods refer to the techniques used to select a subset of individuals or units from a larger population for the purpose of conducting statistical analysis or research. Here the researcher used convenience sampling. Convenience sampling is a type of non-probability sampling method where participants are selected based on their availability and willingness to participate.

The population in the survey is the aggregate number of basic units. Here it applies to everyone, including the Employees, supervisors, managers etc The researcher has taken 110 samples.

scale development refers to the systematic process of creating and validating a measurement instrument that quantifies abstract constructs such as attitudes, behaviours, abilities, or traits. Here, the researcher used Likert scale. The Likert scale is the most frequently used variations of the summated rating scale commonly used in the studies relating to attitudes and perceptions. Summated rating scales comprise statement that expressed either a favourable or an unfavourable attitude toward the objective of interest on a 5-point, 7-point or on any other numerical value.

A Questionnaire is a research tool or survey instrument that consists of a set of questions or prompts designed to gather information from individuals or groups of people. The types of questionnaires used in this research are open-ended, close-ended and demographic questionnaire The tools used in this research are percentage analysis, chi-square test and ANOVA test.

A **hypothesis** in research is a clear, testable statement or prediction about the relationship between two or more variables. Here the researcher used Null Hypothesis and Alternate Hypothesis.

LIMITATION OF THE STUDY

1. The study was limited to 110 respondents from a single organization, which may not fully represent the broader workforce.
2. Data was collected only from UNO minda limited, limiting the generalizability of the findings to other sectors or regions.
3. As the data was collected through self-reported questionnaires, there may be bias in responses due to social desirability or misunderstanding of questions.
4. The research was conducted within a limited timeframe, which may have restricted deeper exploration into more complex variables.
5. The study primarily focused on employee responses and did not include managerial or leadership viewpoints in-depth.
6. The study captures a snapshot in time and does not track changes in competencies or perceptions over a period.

DATA ANALYSIS AND INTERPRETATION

Table 1. The way my Supervisor Leads make me more Productive

| S.no	Opinion	No. of respondents	Percentage
1)	Strongly Disagree	9	8.18
2)	Disagree	15	13.64
3)	Neutral	30	27.27
4)	Agree	35	31.81
5)	Strongly Agree	21	19.09
Total		110	100
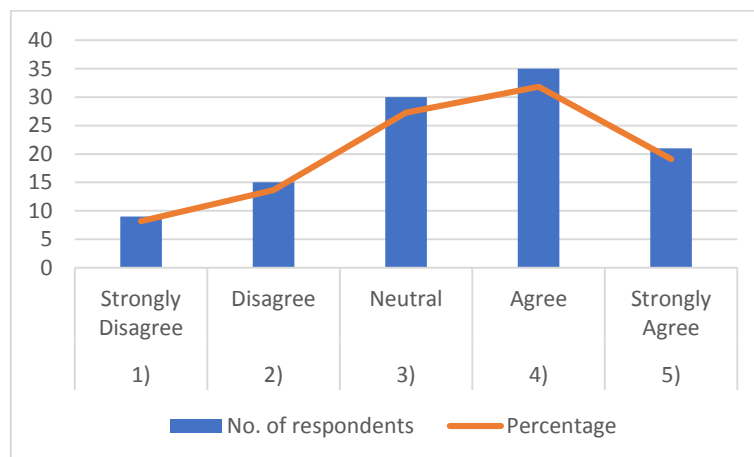
INTERPRETATION:

The above table shows respondents' opinions on whether their supervisor's leadership style enhances their productivity. Most respondents 31.82% agreed with the statement, followed by 27.27% who remained neutral and 19.09% who strongly agreed. Meanwhile, 13.64% disagreed, and 8.18% strongly disagreed.

The majority of respondents, 31.82%, selected "Agree," indicating that many employees view their supervisor's leadership as a positive influence on their productivity.

Table 2. In your opinion, which leadership style most improves employee performance?

S.no	Opinion	No. of respondents	Percentage
1)	Autocratic	16	14.55
2)	Democratic	25	22.73
3)	Transformational	35	31.82
4)	Laissez-Faire	18	16.36
5)	Transactional	16	14.55
Total		**110**	**100**
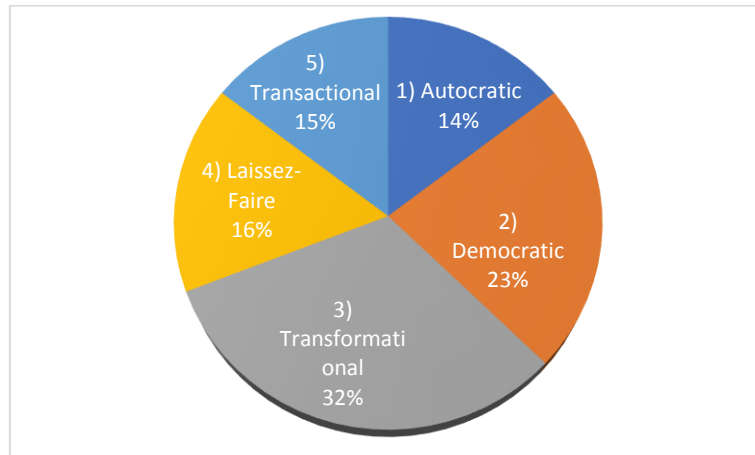
INTERPRETATION:

The above table shows respondents' opinions on which leadership style most improves employee performance. The majority of respondents (31.82%) selected Transformational as the leadership style that most enhances performance, followed by Democratic at 22.73%. Laissez-Faire was chosen by 16.36%, while Autocratic and Transactional each received 14.55%.

This indicates that most employees believe Transformational leadership is the most effective in improving performance.

ANOVA Test

The ANOVA test is conducted to determine the type of leadership style which leads employees more productive.

NULL HYPOTHESIS (H_0): There is no significant difference in employees perceived productivity based on their preferred leadership style.

ALTERNATIVE HYPOTHESIS (H_1): There is a significant difference in employees perceived productivity based on their preferred leadership style.

Descriptives

	Leadership style improving employee performance	N	Mean	Std. Deviation	Std. error	95% confidence Interval for mean		Minimum	Maximum
						Lower bound	Upper bound		
Supervisor leading make people more productive	1.00	16	2.19	.98	.25	1.66	2.71	1.00	4.00
	2.00	25	3.72	.79	.16	3.39	4.05	1.00	5.00
	3.00	35	4.54	.56	.09	4.35	4.74	3.00	5.00
	4.00	18	2.72	.46	.11	2.49	2.95	2.00	3.00
	5.00	16	2.50	.82	.20	2.06	2.94	1.00	4.00
	Total	110	3.42	1.16	.11	3.20	3.64	1.00	5.00

ANOVA

		Sum of squares	df	Mean square	F	Sig
Supervisor leading make people more productive	Between groups	92.99	4	23.25	45.39	.000
	Within groups	53.77	105	.51		
	Total	146.76	109			

INTERPRETATION:

The **One-Way ANOVA** result (F = 45.39, df = 4, 105, p < .001) indicates a **highly significant difference** in how employees perceive their productivity based on their preferred leadership style.

Since the **p-value** is **less than 0.05**, we **reject the null hypothesis (H_0).** This means there is a **statistically significant difference** in how employees perceive their productivity based on the leadership style they believe is most effective for improving performance.

The **ANOVA** results clearly show that **Transformational leadership** is seen as the most effective leadership style for enhancing employee productivity.

On the other hand, **Autocratic**, **Laissez-faire**, and **Transactional** leadership styles are perceived as less effective in improving productivity.

SUMMARY OF FINDINGS

1. 67.27% of employees felt that their supervisor's leadership style motivated them to perform better
2. 65.45% believed that the leadership style in their department contributes positively to their job satisfaction
3. 49.09% believed their supervisor values their input and includes them in decision-making, though 27.27% remained neutral
4. 72.72% agreed or strongly agreed that their supervisor encourages innovation, reflecting a positive view of leadership support for creativity
5. 63.63% said their supervisor enforces rules and focuses on task completion, indicating a task-focused leadership style
6. A striking 92.73% of respondents felt they consistently meet or exceed performance goals, showing high confidence in performance
7. 50.9% believed the way their supervisor leads boosts productivity, although 21.82% disagreed
8. 52.73% stated their performance is influenced by feeling appreciated, emphasizing the emotional component of job performance.
9. 64.54% received regular feedback, reflecting decent communication and support
10. 74.54% take more initiative when empowered, underlining the importance of employee autonomy.
11. A combined 63.63% of respondents were either satisfied or very satisfied with their job
12. 69.99% were satisfied or very satisfied with their supervisor's style, confirming a generally favourable leadership perception
13. 77.27% were satisfied or very satisfied with recognition, indicating that acknowledgment is well-managed
14. 55.46% were satisfied, but 20.91% expressed dissatisfaction highlighting a need for improvement in the workplace atmosphere
15. 70% were satisfied or very satisfied, showing trust in leadership responsiveness
16. Respondents mostly perceived their supervisors as Democratic (22.73%), Autocratic (21.81%), or Transformational (21.82%)
17. 31.82% believed Transformational leadership best improves employee performance, followed by Democratic (22.73%)
18. 55.45% of respondents believed leadership has a greater influence on job satisfaction than salary or benefits.

SUGGESTIONS

Organizations should encourage supervisors to adopt **transformational and democratic leadership styles**, as these have proven most effective in boosting employee motivation, satisfaction, and performance. Leaders foster a **participatory culture** by involving employees in decision-making through regular meetings, transparent communication, and suggestion platforms. **Timely, constructive feedback** and ongoing performance discussions can help employees align with expectations and grow professionally.

Creating a culture of **recognition and appreciation**, both formal and informal, significantly enhances morale and productivity. Supervisors should also promote **creativity and innovation** by encouraging autonomy, supporting new ideas, and rewarding initiative. Investing in **leadership development programs** focusing on emotional intelligence, communication, and adaptability can strengthen leadership effectiveness. Leaders must also be **responsive and empathetic**, actively addressing employee concerns to build trust and psychological safety. Finally, leadership should be **flexible and inclusive**, adapting styles to fit individual needs and promoting a respectful, balanced, and collaborative work environment.

CONCLUSION

This study examined how different leadership styles influence employee performance and job satisfaction, using data from 110 respondents. The results showed that **Transformational** and **Democratic** leadership styles had the most positive impact, with employees reporting higher productivity and satisfaction when they felt empowered, recognized, and involved in decision-making. Practices like regular feedback and support for innovation were strongly linked to better outcomes.

In contrast, **Autocratic** and **Laissez-Faire** styles were viewed negatively, often reducing motivation and engagement. Notably, most respondents believed leadership had a greater impact on job satisfaction than salary or benefits. The study concludes that leadership style is a critical factor in employee outcomes and recommends organizations invest in leadership development that encourages transformational and inclusive practices.

DIRECTIONS FOR FUTURE RESEARCH

While this research study provides valuable insights into how leadership styles influence employee performance and job satisfaction, there remain several areas for further exploration:

1. **Comparative Studies Across Sectors**: This research was limited to a specific organizational context. Future studies could compare the impact of leadership styles across different sectors such as IT, manufacturing, healthcare, and education to identify sector-specific leadership needs.
2. **Longitudinal Analysis**: Conducting a longitudinal study would help examine how changes in leadership style over time affect employee attitudes, engagement, and retention.
3. **Inclusion of Additional Variables**: Future research could incorporate other influential factors such as organizational culture, team dynamics, employee personality traits, or emotional intelligence of leaders to gain a more holistic understanding.
4. **Geographical and Cultural Diversity**: Expanding the research to include diverse geographical regions and cultural backgrounds could provide insights into how cultural norms and values shape leadership effectiveness.
5. **Quantitative and Qualitative Integration**: Combining statistical analysis with in-depth interviews or focus groups could offer deeper insights into employee perceptions and lived experiences under different leadership styles.

6.   **Impact on Remote or Hybrid Workforces**: With the growing prevalence of remote and hybrid work, future studies could assess how leadership styles impact virtual teams and remote employee satisfaction and productivity.

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