

The Impact of Leadership Styles on Employee's Job Satisfaction

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The human resources of every organization play fundamental roles that are supported by both internal and external factors. Various leadership styles and their influences regarding the personnel's contentment with their positions lead to any organization's success or failure. The existing literature of leadership requires empirical verification about which leadership styles are more linked to job satisfaction within one sector where various leading posts are available like universities in developing economies. Thereby, this study aims to substantiate the relationship between different leadership styles (transformational, ethical, servant and transactional) and job satisfaction. The 106 teachers of higher education institutes of Balochistan filled a questionnaire through convenience sample design. Multiple linear regression analysis was used to test the hypotheses. Findings show that ethical leadership is highly correlated with job satisfaction leads to transactional leadership. The servant and transformational leadership was positive related with job satisfaction having low level of beta. It shows that those leaders who utilize ethical, strict disciplines, transparency and authority contributes more in enhancing job satisfaction in Balochistan. The higher education institutes require to inculcate ethical and administrative features among leaders through training programs.

1. Introduction

Every organization's fundamental elements, supported by internal and external variables, are its human resources. Job happiness is one of the significant factors that can enhance human resources (Asbari & Santoso, 2019). In public universities, job satisfaction is significant in ensuring employees perform well (Abayomi, 2020). It can foster innovation, enhance employee work experiences, and enhance organizational results (Abidakun & Ganiyu, 2020). Job happiness can also boost individual efforts, enhance employees' abilities and communication skills, and increase employee engagement, all of which help an organization develop (Ali et al., 2018). Organizations cannot succeed without their efforts and commitment (Rad & Yarmohammadian, 2006, Al-Zu'bi, 2010). The critical assets of any organization are the workforce because their efforts and skills benefit its goals. The Organization appreciates the skills of employees and rewards them. Organizations endeavors to satisfy the employee through monetary and non-monetary benefits.

On the pitch of organizational behavior and human resource management, job satisfaction is the most researched area. It is often described as "pleasant or pleasant an emotional state caused by job evaluation or job experience" (Schneider & Snyder, 1975; Locke, 1976; Culibrk, 2018). Job satisfaction has been studied since 1970. Job satisfaction has been linked to organizational culture, commitment, job performance, productivity, stress, motivation, HR management, employee engagement, absenteeism, retention, and turnover. The main factor that affects job satisfaction is leadership. Leadership is the capacity to solve issues with the collaboration and teamwork of individuals in any organization (Ch et al., 2017; Adesina, 2011). Support for change, guidance and vision are provided by leadership. A solid association link is found between job satisfaction, change and leadership.

Research studies showed how the function of the organization is affected by leadership and how organizational culture, staff efficiency, motivation, retention, performance and job satisfaction are influenced by different leadership styles in organizations (Griffith, 2004; Siddique et al., 2011; Yang, 2014; Alonderine & Majauskaite, 2016). Leadership is an interaction between leaders and individuals. Employees are satisfied or unsatisfied due to the nature of leadership and individuals. Few studies have investigated the significance of leadership styles in government organizations, even though some analyses suggested how these styles of leaders influence various governmental organization aspects such as satisfied employees, organizational responsibilities, tensions, leaving out of workers, organizational outcomes, level of absent, workers retained, and so on (Aga, 2021, Mufti, 2020). Leadership and employee work satisfaction are more common in developed European economies as well as local MNCs businesses; however less common in central Asian economies and the sector of Government (Grimm, 2018). According to more recent research (Alonderiene & Majauskaite, 2016; Sharma et al., 2016; Syakur et al., 2020; ztürk & Klçolu, 2021), this is being investigated the way various types of leadership in educational institutions influence excellence efficiency, dedication, attitude towards organizational assistance, nationality, as well as fulfilment within organizations.

Various types of organization heads' tools and their influences on employees' level of satisfaction have been observed; it may be positive or negative, Transactional (Long et al., 2014), Transformational (Aswami et al., 2013), Transformational as well as transactional (H. Saleem et al., 2015), servant (Maeva & Lillah, 2018; Al Asadi et al., 2019) and ethical (Okan & Akyuz, 2015; Qing et al., 2019). According to limited study findings, Alonderiene and Majauskaitė (2016), effective leadership practices in higher education can improve academic staff members' work happiness. A number of factors, including employee retention (Harris et al., 2016), organizational justice and organizational trust (Dahleez & Aboramadan, 2022), organizational commitment (Mwesigwa et al., 2020), and academic staff performance (Jameel and Ahmad, 2020), are positively impacted when leaders in HEI demonstrate leadership characteristics and actions consistent with promoting job satisfaction.

According to Nguyen et al. (2021), who discovered a strong association between leadership and work satisfaction, the leader's style matters. In their study on academic employees, Shaari et al. (2022) discovered a connection between transformational and transactional leadership and work happiness. Consequently, this study focuses on how leadership styles at HEIs affect academic staff members. None focused on the four leadership styles in one survey, so these leadership styles (Transactional, Transformational, Ethical & Servant) alongside the dependent factor in the present investigation being satisfied with work. Numerous studies have been done about job satisfaction to raise the living standards of employees in organizations. However, the studies concerning leadership styles and their effects on workforce job satisfaction have not been discussed in higher education institutes (public and private) of Quetta, Balochistan. The emphasis of our research is to highlight leadership characteristics (Transactional, Transformational, servant and Ethical) and discuss the impacts of each on job satisfaction. Typical findings of research endeavor to analyze the leadership position as a leader plus his performance to enhance the expertise and support the workforce to achieve the organization's goals.

In the contemporary era, higher education institutions worldwide are confronted with numerous challenges stemming from the evolving developmental perspective. These challenges require protecting students' welfare, developing competent staff members, applying cutting-edge teaching and learning techniques, creating effective support systems, and providing effective administration. This developmental approach within the global environment has an impact on Pakistan's higher education system as well (Zahid et al., 2019). The choice of leadership style becomes essential in forecasting satisfaction with employment when taking into account how closely intertwined economic expansion and higher education are in the nation. According to most leadership theories, when leaders are able to accomplish their objectives with the right approach to management in the scenario, they find themselves in, they have good performance and their subordinates or workers are happy with their job. However, Jones and George (2016) contend that managers need to understand people since individuals are an essential asset in the twenty-first century. They need to learn about their skills, assets, and driving forces. They must, in essence, respect the individuality of each employee and treat them as such (Jam et al., 2017; Locke, 1976; Waheed & Hussain, 2010).

Numerous studies have examined the connection between managerial approaches as well as work fulfilment in a variety of situations. For example, Hamidifar (2010) investigated the manner in which management designs affect worker happiness within 16 Islamic Azad Higher education institutions in the Islamic Republic of Iran the researchers Shi et al. (2012) carried out a separate investigation in the educational sector in China; and Shaari et al. (2022) carried out investigation in Malaysian Higher education institutions however was restricted to the context of Higher education sector of Pakistan. Balochistan demands study that takes into account cultural subtleties and their impact on leadership styles and work satisfaction since the province has a distinctive background in culture along with unique norms of society; first, Balochistan adheres to a predominately male-dominated social system, in which masculine figures usually have places of influence; second, Balochistan follows tribal traditions in which governance coincides tribal customs the fact that hold substantial weight and authority within making decisions; and third, Balochistan culture emphasizes collective decision-making. These factors are present in Balochistan's higher education institutions due to the active involvement of instructors and students in political activities. There is a gap in the previous studies; mixed findings from the previous studies; studies mainly focus on some of Pakistan's HEIs, but no such study focuses on Balochistan's HEIs, which will provide new knowledge in the research; and previous studies focus only on simple data techniques. There have been no previous studies that considered all four constructs of leadership styles in one piece to explore their relationship to job satisfaction.

Institutions are confronted with the problems of surviving in an international marketplace whilst developing chances to establish and nurture sustainable leadership, thus novel ideas related towards leadership throughout educational institutions are currently being investigated. Higher educational institution is in an advantageous position given its role in creating new information and distributing current knowledge, despite the fact that other businesses face comparable issues (Jones et al., 2012). Universities contribute to the growth of nearly every sector that has an impact on the economy by spearheading research initiatives that alert numerous entities to societal issues or weak points. In order to accomplish their objectives, colleges require educational leaders who can carry out their jobs with the utmost efficiency, honesty, and ethical standards. This research is related to Pakistani higher education institutions especially in Balochistan who are also facing sustainable growth and leadership in education sectors due to many reasons.

There is no established research that has examined how particular leadership styles in higher education simultaneously influence both employee well-being and organizational results (job satisfaction, organizational engagement, and turnover expectation), despite a strong global research interest in the critical role of leadership in higher education. There is a wide range of leadership theories that have been applied, particularly in higher educational settings, to further the understanding of leadership in different contexts and for different purposes. Academic researchers should put more effort into creating different models of leadership spectrum by integrating leadership theories, as evidenced by the study of leadership literature, distinct operational natures of organizations, combining and comparing strengths and

weaknesses of leaders. As a result, there is a greater comprehension that aids in the development of an extensive evaluation of leadership strategies as well as the measurement of the cognitive (positive influences) direct effect of inspiring followers as well as the intricate interactions between the leadership style, employee well-being, and organizational outcomes (Samad 2015). Integration of multiple types of leadership from both positive and adverse perspectives on leadership, including transformational, transactional, ethical, and servant offers an innovative approach to understanding organizational leadership, providing useful insights for practitioners. A number of studies have investigated various forms of leadership, such as transitional leadership, transactional leadership, and laissez-faire administration, and how they have an effect on satisfaction with work between staff and instructors. This connection makes it possible to successfully satisfy the demand for the few paradigms that are currently used in styles of leadership research (Ospina, 2017). Investigation needs to be done to pinpoint the prevalent leadership philosophies in Balochistan's higher education institutions and investigate how they relate to contentment at work. For educational leaders, developing focused interventions and leadership development programs may be made easier by understanding certain leadership practises and their effects on work satisfaction.

The outline of the study follows this manner; section 1 covers the introduction about leadership style and job satisfaction, section 2 describes the literature review of previous studies, section 3 illustrates the data methodology, and section 4 to 8 describes the findings and conclusion the study.

2. Review of Literature and Development of Study Hypotheses

This section explores the previous studies' literature to develop a framework and hypothesis.

2.1 Job Satisfaction

Job satisfaction is seen as a favorable emotional status from the standpoint of a job or experience in the workplace according to (Prameswari, 2020). Employees form a mindset about their employment based on their actions, convictions, and feelings (Kalsoom & Zubair, 2018). Employee perception of their job satisfaction depends on how meaningful and gratifying they view their work to be, and employee happiness is typically an essential element of the success of an organization. (Shrestha, 2019). According to transactional and transformational leadership concepts, leaders significantly impact how their workers carry out their tasks (Bektaş, 2017), which can raise employees' overall job satisfaction. It has been confirmed from modern management theory that improved morale, and higher motivated employees lead to effective and beneficial work (Matzler, 2004; Okan & Akyuz, 2015). Generally, the positive reaction of an employee to a specific job is called job satisfaction, and it is based on the difference between actual outputs and desired outcomes. The comprehensive logic behind current job satisfaction and motivation theories offers a version for companies that assist workers to perform their function for higher output with excellent morale (Furnham et al., 2009, Okan et al., 2015).

The problem of job satisfaction is a crucial factor in organizational behavior because of its relations with the physical and sense of well-being and benefits of workers (Oshagbemi, 1999a). First time in the history of literature, the word "Job Satisfaction" was used in the 1940s. Numerous leadership theories have emerged due to the ongoing quest for effective managers. According to the behavioral approach, all leadership philosophies directly relate to how individuals react and how organizations behave at work. (Bandura, 2002). Additionally, these responses may differ across males and females, impacting the leadership style and traits (Mesh'al & Adnan, 2018).

2.2 The Concept of Leadership

The term "leadership" has become the subject of interest in higher education institutes since the last decade. The concept of leadership evolution occurred due to changes in technology, globalization, work practices and demographics. Different researches showed how leadership influences the functioning of the organization and how different styles of leadership influence organizational culture, staff efficiency, performance, retention, motivation, and job satisfaction in organizations (Alonderiene & Majauskaite, 2016; Yang, 2014; Shaw & Newton, 2014; Yang & Islam, 2012; Siddique et al., 2011; Fernandez, 2008; Change & Lee, 2007; Griffith, 2004). A leader is a person who makes choices, equips, arranges training and has more than one assistant with various talents, skills, and abilities and focuses on the organization's aims and objectives that create fans to spend eagerly, emotionally, and physically strong in the collective effort to attain the goals and objectives of the organization (Domfeh et al., 2016; Winston & Patterson, 2006).

Leadership is described as social effectiveness method in which the leader explores, pursues, and stimulates the voluntary participation of followers in a try to acquire the organization's hobbies and desires (Elbaz & Haddoud, 2017; Keskes, 2014). The process of influencing others is called Leadership. A leader talks about a vision that transforms self-love into a commitment to work. A group of people is guided, and transparent ideas are provided by leadership to achieve organizational goals. People are encouraged and motivated by the confidence and innovation of leadership. Guidance of personal values and leading society is the responsibility of leadership. Public awareness is also received by leadership. If we analyze the leadership books, we will know that active leadership is a critical feature in accomplishing academic and practical development.

Organizations need strong leadership to function effectively (Robbins and Judge, 2009), as employee behavior is the conclusion of effective leadership. Quotes from Bennis and Nanus (2003) and Hussein and da Costa (2008) have stated that free from any organization (government agencies, institutions or small business) involvement, human resources is utilized as a worthwhile element in leadership. Leadership is needed by all groups and parties (Jones et al., 2000); thus, according to Howell and Costley (2006) is an exciting social event that occurs in all types of people free from nationality, geography, and culture. Although there is no solid definition concerning leadership, it is generally a clear and understood phenomenon in which

a normal friendly relationship is found between leader and follower (Phillips & Gully, 2012; Livi et al., 2008; Binfor et al., 2003).

Robbins and Judge (2009) defined that a leader inspires a group of leaders to move toward achieving a vision or set of goals. According to them, either legal or illegal, getting the manager position in the organization must strongly influence the source. In a particular manner, Howell and Costley (2006) explained leadership as a course of action utilized to influence group members to move towards achieving goals and members of the group considered it a legal phenomenon. Leaders do completion of this course. Cole (2002) termed leadership as a changing and progressive method in a group in which one person at a particular time, in a specific organizational background, impresses the other group colleagues to perform freely for group benefits or objectives.

2.3 Leadership Styles and Job Satisfaction

Employee work is the emotions workers have towards what they do, and different facets of their jobs are referred to as their level of pleasure. (Locke, 1969; Mesfin, 2020). It is the extent to which an employee enjoys (satisfies) or dislikes (dissatisfies) their job (Smith, 1969; Alrwili, 2022). Employee job satisfaction is vital because it fosters a sense of connection to the workplace and fosters a productive environment (Al Yahyae, 2021). According to research, organizational leadership style influences employee work satisfaction (Bekele, 2021). Management and job satisfaction is a key to achievement in any corporation and have turned out to be among the favorite subjects of highbrow study, control and organizational conduct researchers. Spector (1997) and Wan (2013) said that heaps of articles on the challenge might be located in journals of organizational conduct and associated fields because it has turned out to be a dynamic variable in each study and organizational theory from venture layout to supervision in the cultural framework of the organization, the feeling of employee satisfaction is learned in more detail in line with leadership. At the commencement of the 20th century, Worker's performance and attitude were analyzed by Hawthorne experiments in 1932 and 1940, while economic rewards could not disclose the behavior in detail (Ivancevic & Matterson, 1999). In a recent study, an emphasis on servant leadership in community building (relationships emphasis) and clarity of objectives (emphasis on work) were found to promote greater scope in defining work performance and increase job satisfaction throughout the organization.

Mckinnon et al. (2003) examined that a leader who creates an organization that presents specific values and beliefs is responsible for creating particular culture. Hence culture is a changing process instead of stationary. The vision of job satisfaction from the summary of the ancient view, Holland (1989) cautioned that the satisfaction of an employee relative to specific job results from fulfilling various motivational requirements. Holdank et al., (1993) categorized management conduct among the fashions observed inside the Ohio state research center, either taking into account (relational) or starting shape (wok). Two correlations have been found by comparing leadership style and job satisfaction; happy relationships have been found in relationship behavior under assessment, happiness, or negative employment happiness and

relationship-starting characteristics. Stone, Russel and Patterson (2003) described that servant leadership is based on relationships, primarily focused on work and considering organizational outcomes as secondary options compared to transformational leadership. According to the study by Lee and Change (2007), the joining and communication association among the level of heads control, organization norms and satisfaction level of employees are examined among 134 private staff members with financial institutions workforce. Conclusions revealed that workforce job satisfaction is mainly influenced by leadership style and organization culture, particularly in the second one, the idea of their leaders is shared in the context of a transformational leadership style.

Madlock's (2008) study shows a statistically significant relationship between managers' ability to communicate once and for all works satisfaction in the organization. Bushra, Usman, and Naveed (2011) explored the association of transformation styles with employee enjoyment in employees of banking sector using 133 staffs data from Pakistan, and findings show more than 42% of participants were satisfied by the positive effect of transformational leadership, which reflects their choice in this leadership style. Overall transformational leadership contributes to job satisfaction and defines the determination of job commitment (Emery & Baker, 2007); the bond between dedication and work satisfaction has been confirmed to exist correspondingly (Riaz et al., 2011). Transformational leaders motivate work staff for hard work and divert the concentration toward a shared vision in the context of the organization's welfare linked to development and accomplishment (Shamir et al., 1998; Givens, 2008). On the other hand, scholars have observed opposite cultures in Western countries like America and Australia (Malone, 1997; Conger & Kanungo, 1998). Power is very much at stake in those corporations in efficiency and effectiveness. Decisions and division of power have been transferred to other countries on decision and control. Raising the level of management authority can develop the workforce's participation, productivity, job satisfaction, and task commitment.

At public universities, much study has been done on outcomes, showing there may be a link between the manner of a leader with employees' job happiness. It is a multiple connection (Nam & Park, 2019). Additionally, leadership philosophies significantly influence organizational and social behaviors and the level of work satisfaction among employees (Jabbar, 2020). In connection with this, several types of research revealed a substantial favorable connection between management and employee level of joy and showed a real relevance between these two inside the workplace (Njiinu, 2017). Similar findings were reached by (Kalsoom & Zubair, 2018), who found that work satisfaction and leadership styles had a substantial correlation. In educational companies, leadership styles are a glaringly important aspect influencing job happiness, and using the proper style may help individuals reach their full potential (Lin & Chen, 2018). Consequently, using a particular leadership style may help an organization achieve its objectives and become more effective (Shrestha, 2019).

This study uses the four leadership styles (ethical, servant, transformational and transactional) and describes their relationship with organizational job satisfaction by developing a hypothesis.

2.4 Ethical Leadership Style

During the last decade, many researchers have focused on the impact of ethical leadership styles on maintaining followers' ethical behavior. Corporate bullying in the workplace, trends of deviation from behaviors, and reducing employee misconduct in the workplace are influenced by ethical leadership style (Mayer et al., 2010; Stouten et al., 2010). When all types of organizations throughout the world experienced immense ethics scandals, the researchers diverted their concentration toward the ideas of moral and ethical leadership (Morgan, 1993; Ciulla, 1995; Ben-Hur ve Jonsen, 2012; Ghahroodi et al., 2013; T.Okan & Akyuz, 2015).

Different scholars have defined ethical leadership in various ways. Kanungo's (2001) study explores honest managers engaging in certain styles toward beneficial and respected ways of using with colleagues and avoiding attitudes when hurdles are received. They sum up ethical principles into specific programs, morals and beliefs in civil society foundations (Khuntia & Suar 2004). However, Brown et al. (2005) noted that such values encourage polite behavior among their followers, deliver moral instructions, quality of ethical speak and liability for good and bad behaviors is offered by strong leaders. Frankena (1973) described two major types of behaviors based on a theoretical concept called a teleological and deontological theory.

Employees' attitude toward work is influenced by the strong position of leaders (Yulk, 2013). Leaders observe high criteria of moral behaviors via practical demos of individual performance and communication of ethical standards (Brown & Mitchell, 2010; Ren & Chadee, 2017). Previous research declared a positive relationship between ethical leaders and satisfaction (Toor & Ofori, 2009) based on the proposal that job satisfaction is achieved by ethical leaders (Neubert et al., 2009) in three aspects. First, role models are provided for the workforce by ethical leaders via possession, uprightness, truthfulness, reliability, and practical performance and offer assistance for the well-being of the workforce (Yulk et al., 2013; Ren & Chadee, 2017). Ideas of job independence and work value are developed and offer feedback for choices (Piccolo et al., 2010). These features and behaviors are expected to be seemed as natural and striking (Brown & Trevino, 2006a).

When leaders for the workforce receive admiration, caution and assistance, they are more intended to be responsible for restoring a positive attitude toward job satisfaction (Kacmar et al., 2011). Third, perceptions from employees that ethical leadership is a code of conduct in which employees incorporate moral weight into the actions and behaviors of their leaders (Fehr et al., 2015). As Fehr et al. (2015) note, for ethical conduct to occur, leaders' actions must be consistent with the ethical principles appropriate to employees. Follower's views on proper management should affect attitudes, such as satisfaction, commitment, and organizational outcomes (Koh & Boo, 2001). Job satisfaction and academic staff are the major issues for the next years of quickly developing economies (Khalid et al., 2012). Hence high job satisfaction is observed by academic staff. Alternatively, in a sizeable university-like organization, all employees need a leader who upholds ethical standards that establish a good work environment. The above literature shows the mixed relationship between ethical

leadership and organizational job satisfaction. This study expects positive and significant association between ethical leadership and job satisfaction. The hypothesis of the study is as follows:

H1: There is a positive relationship between ethical Leadership and job satisfaction at-work

2.5 Servant Leadership Style

Many lessons have been learned over the past few years about a particular style of leadership called servant leadership (Robert Greenleaf, 1977). As reported by Green Leaf, a servant leader provides facilities to the lower staff as the priority and demands services in the end. Moreover, servant leadership mainly depends on unity, collaboration, empathy and trust and less upon hierarchical position (Alvi et al., 2019; Safi et al., 2020). Servant leadership prioritizes followers' requirements and aspirations before leaders' needs and emphasizes followers' individual and authorization (Russel & Stone, 2002; Stone and Patterson, 2005; Cerit, 2009).

The formation of servant leadership is conceptually associated with a few good qualities that have always been seen as essential elements of the fabric of modern organizations, such as interaction (GreenLeaf, 1977), ethics (Graham, 1991), Authenticity (Autry, 2001; Jaworski, 1998) and spirituality (Palmer, 1998). Servant leadership based on GreenLeaf has been advanced to make it more transparent for decades by many scholars, Laub (1999) and Al-Asadi et al. (2019). Job satisfaction dramatically affects many aspects of individual performance, an essential building block of the workplace (Schyns et al., 2009). These aspects and experiences give a roadmap to fine people's feelings about their jobs and their various aspects (Aziri, 2011).

The organization's success is linked to employees' performance; a satisfied workforce is less expected to quit, do well, minimize the late arrival system, feel less fatigue and show low absenteeism (Locke and Latham, 2002; Baptiste, 2008). Promotion of organizational performance, reduction in organizational costs and rise in commitment of employees are caused by the greater level of job satisfaction (Currivan, 1999; McGiven and Tvorik, 1997). People's complete enjoyment and welfare are significantly impacted by the job satisfaction of employees (2005). Faragher et al. According to Weiss and Cropanzano (1996), satisfaction with employment is the favorable reaction that influences an individual's workplace atmosphere and employment circumstances. This paper is based on Herzberg's (1966) dual-factor model regarding work happiness; the emotional demands plus sanitation standards for workers comprise each of the dimensions of fulfillment at work. In earlier research, this idea of satisfaction with work has been employed widely (Hur, 2018; Kotni and Karumuri, 2018). Well defined by (Locke, 1969; Weiss and Cropanzano, 1996), job satisfaction is an affirmative reply that affects individual task environment and working conditions. The above literature shows the mixed relationship between servant leadership and organizational job satisfaction. This study expects positive and significant association between servant leadership and job satisfaction. The hypothesis of the servant leadership style with job satisfaction is as follows:

H2: There is a positive relationship between Servant Leadership and organizational job satisfaction.

2.6 Transformational Leadership Style

Transformational leadership indicates a leader who strives to alter personnel to develop them into leaders; it promotes valuable and beneficial change in followers (Al Yahyaee, 2021). Transformational leaders focus on "altering" individuals to superior levels of job performance - encouraging, inspiring, and motivating employees to perform in ways that produce real change for themselves as well as the productivity of the organization (Jameel, 2019). The supporters of revolutionary individuals react by demonstrating confidence, devotion, commitment, and appreciation, resulting in them being willing to contribute beyond what was anticipated (Zelege, 2021). House (1970) claimed that the path of leadership affects the satisfaction of followers at work with qualities of a leader that lead to making a positive image among the followers, which may improve followers' job satisfaction and efficiency (Grosso, 2008). A study by Burn (1978) concluded that the responsibilities and needs of followers are fulfilled by flexible leaders that make a bridge between higher authorities and lower staff to respond the queries. Leaders and followers must have a suitable connection between vision and mission.

The transformational leadership model is becoming increasingly popular in globalization due to organizational development needs. Emery and Barker (2007) evaluate the affiliation of transformational leadership style and job satisfaction; results reveal that rising job satisfaction has been observed in employees under the supervision of transformational leadership style, as compared with the relation of intellectual stimulation and charisma modified accurately. Transformational leaders motivate their followers and build more satisfaction, trust and assurance through their actual communication; from this evidence, how happiness at work and transformative leadership related are investigated by researchers eagerly (Yang, 2016; Abelha et al., 2018). From 1994 to 2004, it has been confirmed from the literature review that a strong link occurs between governance and happiness at work in change Judge and Piccolo (2014).

In Asian Organizations, critical concentration is on how transformative leadership and job happiness are related. It has been noticed from previous papers that the perception of employees about Leadership and Job satisfaction confirmed that the workforce is influenced and inspired by the ability of transformational Leadership (Silva, Nascimento & Cunha, 2017; D.M. Abelha et al., 2018). Bass (1997) argued that transformational leaders work with workers to address their fundamental needs and inspire them to advance toward a specific destination. Abdalla (2010) & Nidadhavolu, 2018); conferred that some aspects of transformational leadership are categorized by Idealised authority, Charismatic Motivation, Scientific Encouragement, and Individualised Regard, are described by Avolio and Bass (2002). The above literature shows the mixed relationship between transformational leadership and organizational job satisfaction. This study expects positive and significant association between

transformational leadership and job satisfaction. The hypothesis related to transformational leadership style and job satisfaction is as follows:

H3: There is a positive relationship between transformational Leadership and job satisfaction at work.

2.6 Transactional Leadership Style

Burns (1978) launched the vision of a transformational and transactional leadership style and has been the topic of attention for leadership researchers during the last few years (Handsome, 2009; Dale & Fox, 2008). Transactional leadership is also termed an Authoritative leadership style. Exchange theory is concerned with transactional leadership through which leaders and followers determine the objectives and process of achieving the goals through the exchange of reward and the utilization of coercive measures to achieve organizational performance by the efforts of subordinates to follow the rules and regulations (Bass, 1985). The following domains concerning transactional leadership are mentioned here (Avolio et al., 1995).

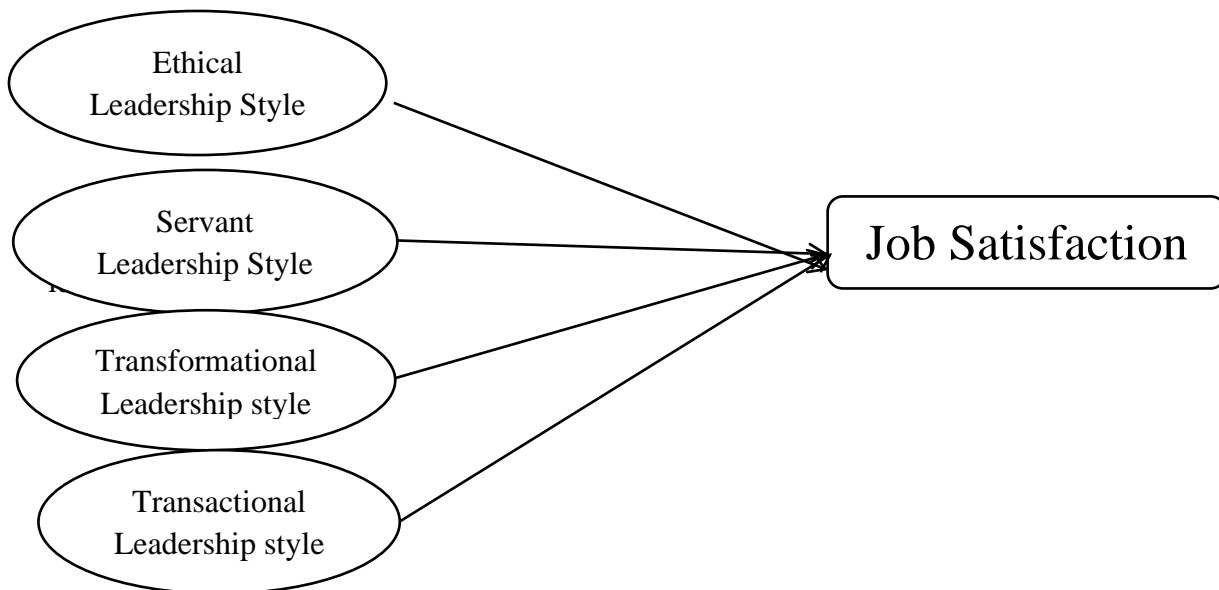
Studies describe Contingent Reward by Management through Exceptional (active) (Northouse, 2010); Governance with Exceptions (passive) (Gill, 2006; Bass & Riggio, 2006; Northouse, 2007). Executives researched leadership behaviors to increase job satisfaction (Northouse, 2004; Metwalley et al., 2014, Sutanto, 2021). A significant role of leadership is needed to motivate and inspire the workforce towards job satisfaction, as described by (Wan a & Hussain, 2013; Metwalley, 2014; Sutanto, 2021).

This Leadership approach is based on reward and punishment. If the subordinates complete their task on time, they will receive rewards and punishment if they fail to complete the task (Naidu and Vander Walt. 2015). If the followers follow directions, positive appreciation is provided; if instructions are ignored, negative compensation will be received (Yahya and Ebrahim, 2016). Transactional Leadership maintains consistency by openly defining opportunities and allowing performance to attain these standards, which recover the productivity and confidence of employees (Daft & Lane, 2005).

Albeit Epitropaki and Martin (2005) recommend, contrasted with the change management method, the transactional leadership approach has offered greater fulfillment and organizational credibility. However, according to Boerner, Eisenbeiss, and Griesser (2007), the transactional leadership style offers more significant opportunities for staff members, achievement, including creativity. The above literature shows the mixed relationship between transactional leadership and organizational job satisfaction. This study expects positive and significant association between transactional leadership and job satisfaction.

H4: There is a positive relationship between transactional leadership and job satisfaction-at-work

Figure No 1: Theoretical Framework



3. Research Methods

The research method describes the type of data, target population, sample size, sampling design, data collection, statistical technique, description of variables and software used in the study. This research has established a theoretical framework based on earlier studies for empirical verification; therefore, Quantitative research is chosen. Quantitative research is feasible when the existing theory is tested in different social conditions. There are three major types of Quantitative research design, i.e., experimental, quasi-comparative and correlation. The experimental design is suitable when researchers are in a position to manipulate the cause (independent variable) and examine its effect. Nevertheless, the different leadership traits are difficult to manipulate in social settings, thereby the experimental research has not opted. Second, is the quasi-comparative, where causes are compared among groups. However, in our research settings, comparing different leadership traits is challenging to create due to sector settings. Hence the correlational and descriptive design is more suitable for this research. Hence this research has used the descriptive and correlational research design.

Four higher education institutes operating in Quetta were selected i.e., UOB, SBK, BUIETMS, and Alhamd. The entire teaching staff in four universities is 1600. To determine sample size, the criteria of 5% error of margins and 95% confidence interval was used. The sample size was calculated through sample size calculator online. The estimated sample size was 286. Based on proportionate stratification, sample for each university was calculated. To collect the data, convenience sampling approach was opted because the sampling frame was not shared due to confidentiality and security issues in Balochistan.

Table 1: Target Population Distribution

University	UOB	SBKWU	BUIITEMS	Alhamd	TOTAL
Total population	551	292	598	158	1600
Population Percentage included in the sample size	36%	18.8%	27%	19%	99.99%
Sample Size	37	20	29	20	106

This study uses one dependent variable, job satisfaction and four independent variables of leadership styles to test the study's hypothesis. This study utilized all variable questions from the previous studies with all adopted scales measurement as discussed in the literature. The data was collected through primary data using a survey questionnaire. This study compiled the survey questionnaires into 2 parts. Part one is composed of data related to respondents' personal information such as experience, sex of the respondents, frequency of age, level of working position, nature of the university, and last degree obtained) as well as Part 2 consists of questions measurement scale related to each dependent and independent constructs. The data was collected through primary data using a survey questionnaire. There were two parts to the form.

3.1 Scale and Measurement

This study adopted a 5-item Likert scale to measure job satisfaction questions. This study uses 5 questions to test the hypothesis of leadership style on job satisfaction. The alpha reliability coefficient was .93 in earlier studies.

The four Leadership styles (Servant, Ethical, transformational, and Transactional) are defined clearly in this research. Respondents must identify the level of agreement and disagreement concerning these four Leadership styles and job satisfaction on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

Transactional and transformational Leadership were measured using MLQ (Multifactor Leadership Questionnaire) launched by Banned M. Bass in 1985. It was confirmed from the studies of Bass and Avolio (2000) that the MLQ had been used in 200 research articles for the past four years. It was proven a good Leadership measuring instrument, which provided accurate and reliable results in both industries and services.

The ethical leadership scale is adapted from Yukl et al. (2013). It consists of twelve items measured on 5 points Likert scale. The ethical scale comprises different aspects such as integrity, fairness, honesty, and accountability.

Liden et al., (2008) developed a 28 items scale to measure Servant Leadership style. The sample question is "My leader allows subordinates to prioritize career development on priority" In the second part of the study, Job satisfaction was measured by JSI (Schriesheim & Tsui, 1980).

4. Data Analysis

As the nature of the data is quantitative, the SPSS software will be used for data analysis. First, the demographic data will be analyzed through frequency distribution and reliability through Cronbach's Alpha. The Hypotheses will be tested through regression analysis, specifically, Multiple linear regression (MLR). The first study presents the frequency distribution of the demographic, reliability analysis, descriptive statistics, correlation analysis and regression analysis, respectively. The result of the frequency distribution and their interpretation are given below.

4.1 Frequencies Distribution

The frequency distribution findings show the frequency of each variable category numbers and their maximum and minimum number in the table:

Table No 2: Frequency Distribution -Demographic Factors

Construct	Categories	Frequency	Percent
Gender	Male	37	34.9
	Female	69	65.1
Age	23-30	42	39.6
	31-40	46	43.4
	41-50	14	13.2
	51-60	4	3.8
Qualification	Masters	21	19.8
	MS/MPhil	66	62.3
	PhD	19	17.9
Last degree obtained	Local	93	87.7
	Foreign	13	12.3
Experience	Not more than years 3	24	22.6
	3-7 years	35	33
	8 - 12 years	23	21.7
	13 -17 years	13	12.3
	More than 17 years	11	10.4
Designation	Lecturer	75	70.8
	Assistant Professor	22	20.8
	Associate Professor	4	3.8
	Professor	5	4.7
Nature of university	Public	98	92.5
	Private	8	7.5



Table 2 shows the frequency of the respondents of the study. In Table 2, the gender mix in this study data shows that the female proportion is higher than the male as 69 female and 37 male respondents, respectively. So female is more than 65% of the study respondents. Table 2 also shows the frequency of age of the respondents. The higher frequency of age 31-40 years, 46 respondents and the lowest 4 respondents are 50-60 years than 31-40 years and following 42 of 23-30 years respondents' frequency. It also shows that the minimum age of the respondents is 23, and the maximum 60 year age. The table also shows the qualification of the respondents consists of master's, MS/MPhil and PhD because of respondents higher based on the lowest criteria with master qualification. The study frequency table shows that the higher numbers of qualified respondents are MS/MPhil 66 with 62% and the lowest number of Ph.D. 19 with 18% valid. The frequency of age of the respondents shows that the higher frequency of age is 30 years as of 12 respondents and all other age respondents lower than 30 years respondents' frequency. It also shows that the minimum age of the respondents is 23, and the maximum 60 year age.

The table also shows the qualification of the respondents consists of master's, MS/MPhil and PhD because of respondents higher based on the lowest criteria with master qualification. The study frequency table shows that the higher numbers of qualified respondents are MS/MPhil 66 with 62% and the lowest number of Ph.D. 19 with 18% valid. Table 2 also shows the frequency of the last degree obtained from Pakistan or outside Pakistan. Ninety-three respondents obtained their last degree to be higher based on the local degree with 88%, while foreign degree holders only had 13 respondents. Experience of the respondents in years in the organization shows that most of the respondents experience 3-7 years with 35 good percent of 33% out of 100%. The study shows respondents' experience is less than 3 years to above 17 years in any organization. Above 17 years of experience has only 11 respondents in the study data. The table also represents the designation of the respondents, lowest from Lecturer and highest with Professor. The study data shows that most respondents were lecturer 75 and associate professor number was 4, with the accumulated percentage in the data set being 75% out of 100%. The above table also shows the university nature public and private 98 and 8, respectively. So, most of the respondents were selected in the sample size from the public compared to the private.

Table 3: Reliability Analysis

Constructs	CA Value*	Total questions used
1. Job satisfaction	0.848	5
2. Ethic leadership	0.938	12
3. Servant leadership	0.719	10
4. Trans_leadership	0.644	10
5. Transac_leadership	0.744	7

*CA means Cronbach's Alpha

Table 3 shows the results of constructs reliabilities analysis for each variable. The table shows that job satisfaction has 5 questions; ethic, servant, transformational and transactional leadership style has 12, 10, 10 and 7 respectively. According to the criteria specified for



reliability (Cronbach's Alpha value > .60), the value of each construct used in this has higher reliability, as mentioned (Hair Jr & Sarstedt, 2021). It means that all variables scales show reliability, and we further proceed to test the data. So this confirms that the scales used in each question are appropriate and understandable for the study's respondents.

Table 4 shows the results of the data set's descriptive statistics and correlation analysis. The findings show that each variable's mean is more than 3, meaning that most of the respondents agreed with the questionnaire's statements, while standard deviation shows the deviation from the mean. The standard deviation value is less than 1, which means that respondents are either neutral or agree with each statement of the leadership style and job satisfaction and do not disagree with the factors questions statement given in the questionnaire. The correlation analysis shows that the relationship between the variables is either positive, negative or no correlation. The study's findings show a robust positive association between job satisfaction and four leadership styles as values of Pearson correlation show more than 0.60, representing a solid association between the variables. The study finding also illustrates the significant relationship between job satisfaction and style of leadership working in the organization as the sig value is less than 5%.

Table No 4: Descriptive Statistics and Correlation Analysis

Pearson correlations	Mean	S.D	1	2	3	4	5
1. Job satisfaction	3.79	0.75	1				
2. Ethic_leadership	3.62	0.78	.661**	1			
3. Servant_leadership	3.68	0.85	.596**	.799**	1		
4. Trans_leadership	3.02	0.89	.536**	.719**	.631**	1	
5. Transac_leadership	3.79	0.67	.307**	.265**	.314**	.211*	1

*** show that values are significant at levels 1% and 5%

This study used regression analysis to test the dependency between the variable of interest. The Pearson correlation R-value of 0.685 shows a strong positive relationship between leadership style and job satisfaction. Adjusted R square value 0.448 = 44.8% shows that leadership style explains 44.80% variation in job satisfaction while 55.20% is unexplained due to other variables not taken in this study. Dubbin Watson's value of 2.08 shows no autocorrelation in the data, which is between 1.80 to 2.20. Table 5 Outcomes show a link between leadership philosophies and satisfaction at work as a beta value shows a positive sign. The findings also indicate that if we do not use leadership styles, then the job satisfaction level of employees increases as a constant value shows a 1.063 value due to other variables not taken in this study. Ethical, Servant, Transformational, ethical, servant, and transactional management styles have significant positive and negative effects on satisfaction with work as Beta values of these variables indicate positive signs. Study finding also shows that there is an essential link between each of the four leadership philosophies and work satisfaction as sig. Values are less than 5%.

Table 5: Results of Multiple Linear Regression

Variables	Beta Values	Sig. value	Tolerance	VIF
Constant	1.063	0.001		
Ethic_leadership	0.43	0.001	0.285	3.508
Servant_leadership	0.12	0.041	0.344	2.905
Trans_leadership	0.08	0.033	0.474	2.11
Transac_leadership	0.13	0.025	0.901	1.11
Pearson Correlation R	0.685			
Adjusted R Square	0.448			
Durbin-Watson	2.08			
F-statistics	22.323			
F-statistics Sig. value	0.000			

Findings are also used to analyze the hypothesis developed through literature review and summarized based on techniques used in the data, such as this study utilizing the ordinary least square technique. The study utilized multiple regression tests to summarize the study hypothesis, such as hypotheses 1-4. In this study, four predictors and 1 variable of regressor were used to test the study hypotheses. The findings of the study represent that ethical management style has a positive as well as significant effect on job satisfaction ($\beta = 0.43$, $p 0.001 < 0.05$), Servant leadership style has a positive relationship and impact significantly on job satisfaction ($\beta = 0.12$, $p .0412 < 0.05$), findings also show a positive relationship of transactional leadership style with significant impact towards job satisfaction ($b = 0.139$, $p .033 < 0.05$). In Table 5, the output of the transformational management style indicates a significant and positive influence on job satisfaction ($\beta = 0.087$, $p .025 < 0.05$). Based on the above findings from Table 5, study hypothesis 1, hypothesis 2, H3 and H4 are all accepted.

4.2 Discussion

The research results primarily focus on the aim utilized to test the impact of job satisfaction and the role of leadership styles used at work. This study used multiple linear regression to test hypotheses; findings show that ethical leadership style is positively associated with job satisfaction. Findings also reveal that the servant leadership style positively impacts higher education institutions. On the other hand, leadership styles servant, transactional and transformational styles have more influence on job satisfaction of the workers working at institutes of education of HEC working in the Quetta, Balochistan region has more impact of ethical rather than servant leadership, transformational and transactional leadership style on job satisfaction. As a result, our study adds to the current literature on job satisfaction in university-level employees associated has validated that employees work on their position, which has received minimal validation as studied by (Paterson, et al., 2014; Spreitzer et al., 2005). The research findings provide the solution to calls from (Spreitzer & Hwang, 2019; Paterson et al., 2014) to research the underlying role and effects of leadership style in developing job satisfaction level-at-work qualities like creativity. The discovery that ethical, servant, transformational and transactional styles of leadership factor has a strong positive correlation with employees working at the university level supports the theory that "According

to Chang et al., (2012) people who have more level of self-adopted process to monitor and evaluate leads towards focus with a great gestor of positive thinking in their working environment which leads their organization, encouraging and dedication to objectives. As a result, our study adds to the current literature on thriving at work by empirically validating the function of the workplace, which has received minimal attention (Paterson et al., 2014; Spreitzer et al., 2005).

Furthermore, although prior work has connected workplace flourishing to significant organizational outcomes such as enhanced well-being and implementation, the additional investigation remains required in this area (Paterson et al., 2014). Within various investigations, an inadequate effort has been made to examine how workplace flourishing contributes to such consequences. The results presented here support how psychological mechanisms are connected to inspirational results. Furthermore, they imply that individuals who operate in a positive environment experience greater well-being and productivity. On the other hand, outcomes such as much remains additional employment still to be accomplished by determining whether flourishing in the workplace relates to such the results, such as increased well-being and implementation (Paterson et al., 2014), across different stages of research. These findings imply that persons working in a good place with a joyful environment have greater efficiency and well-being, lending credence to the concept that incentive mechanisms and motivating results have a connection, such as the outcome of the employees working at the higher education institution level.

5. Conclusion

The goal sought to ascertain how the leadership style and job fulfillment interacted. The hypotheses were tested on instructors from Quetta, Balochistan's higher education facilities. Previous research was limited in its empirical proof of the link relationship in the workplace between managerial methods and work fulfillment. The study's findings reveal that an ethical leadership style is essential to improve job satisfaction in the organization. Ethics is a more significant factor for job satisfaction in the higher education institution of Quetta, Balochistan. Other constructs of leadership styles, such as transformational, transactional and servant, are also essential to improve the job satisfaction. Study conclude that if anyone of the factor from managers way of treatment in the organization like ethical, transactional, servant and transformational missing will leads to lower the impact on job satisfaction in the higher education institution located in Quetta, Baluchistan. So, any higher education institution that may want to improve their working environment using multiple factors of leadership styles towards satisfaction of jobs more practically in their staff/higher management level.

5.1 Implications

The primary purpose of current research aimed to enhance and evaluate a multilayer model. of theories of leadership that encourage job satisfaction in the workplace and also to clarify whether job satisfaction in place of employment is connected to overall company performance and effectively-being. Study findings show that all four leadership style components favored job satisfaction in the organization. The finding that diverse leadership styles increase department performance during job success supports the belief that management

availability is essential to a staff member's satisfaction at their job (Paterson et al., 2014). Study findings have significant at-work consequences for higher education institutions. First, according to study results, it is necessary to reap the prospective advantages of being satisfied while employed; organizations must pay close attention to traits that improve organizational performance. According to our findings, companies should focus on increasing the performance of leaders as well as educational opportunities wherever executives can acquire or exhibit crucial servant leadership skills, including paying attention, comprehending, attentiveness, support, and caution, alongside steward (Xian et al., 2020).

By offering efficient and enthusiastic support through modeling, managers who prioritize these crucial characteristics may help foster and enhance employee job satisfaction (Wayne & Liden, 2014). It increases workers' cooperation in performing effectively at employment. Our research shows that happy people are more likely to be loyal to the company, improving efficiency across the board. In addition, the present inquiry finds how executives' ethics in the workplace could serve as a practical way to improve the forward-thinking well-being of companies. The research presented here underlines the value of flourishing at employment as a strategy for labor forces to handle challenges and disputes daily. Enhancing wellness programs help enterprises regarding employee productivity and reduce excessive healthcare expenses (Spreitzer & Porath, 2012), increasing the likelihood that an organization will survive in the highly competitive company climate nowadays. Our study aims to make managers aware of the importance of workplace happiness and management methods in fostering innovation. According to the findings, having a strong sense of community within the workplace greatly influences job satisfaction. The management approach of the team's leadership also motivates teammates to act regularly. As a consequence, the manager's managerial approach needs to be constant. Using the framework assists executives in continuously striving to inspire their people to be more creative to improve organizational and employee performance.

A savvy manager would seek out such individuals, and the workplace would be set up to facilitate their achievement. Our findings suggest a strategy for managers who wish to maximize job pleasure while gaining colleagues' respect and fostering emotional and intellectual growth.

5.2 Future Research and Limitations

Generally speaking, there are a few issues with this research. The first limitation of this study is that it used a descriptive and relational design, which weakens the causality argument. Though the study achieved all reliability criteria, experimental trials best confirm causation. Second, because servant, ethical, transformational, and transactional leadership traits are difficult to manipulate in natural organizational settings, future research should use a quasi-comparison layout, which is quite feasible in organizational monograms Ruiz-Palomino et al. (2022). Although current research is the first to include four leadership styles, future research must look at the effects of managers that help or impede job satisfaction at work.

The fact that the study was carried out HEIs of Balochistan, which may constrain the extent of study results, is the third restriction connected to the study's framework. For instance, it may be claimed that evaluating labor productivity in this particular work is more challenging

than keeping track of employees' production in private and public organizations. Since output performance may take many other forms in various professional and business sectors, we encourage future studies to apply the current findings to those areas. Furthermore, given that norms of the regional HEIs apply to checking the applicability of many strategies to motivate social norms, it can influence the effectiveness with which people function in the workplace and their feeling of confidence and satisfaction. Future scholars are urged to use this study's findings in different ways of social norms. Further investigations must look at demographic aspects as potential mediators in determining whether or not people are happy with their jobs.

The study's fourth disadvantage is that it used a convenient sampling technique, a non-probability method, to optimize the desired population. Under this approach, genuine involvement is constrained. The issue may be resolved by undertaking probabilistic selection studies and establishing the real sample structure. The present research examined the accomplishments of followers and found a connection between successful management and contentment at work. Future studies should examine the motivating factors and conditions that inspire servant leadership, given current suggestions that it might affect worker conduct which could, in turn. Subsequently, impact achievements are associated with job satisfaction (Chang et al., 2012). Future research should investigate how, similar to various kinds of direction, the achievements of a manager can trickle through to his or her following. Practices. At various levels of abstraction, future research should look into other processes to account for the link between job turnover and retention. Future research should examine how potential moderators, such as organizational culture or environment, may help or hinder the relationship between job happiness and performance. Later studies should examine the origins and development of corporate and component competence to see whether they have changed with study level and time.

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