

# LEADERSHIP STYLE AND ORGANIZATIONAL OUTCOME

Zeenatulain Zahoor

Sana Jawaid Khan

## Abstract

*Leaders refer to the approaches to control the management because leadership style initiates by controlling that helps to monitor and oversee the accomplishments of objectives. Leadership style plays a vital role in obtaining organizational outcome. The prior study evaluates the influence of leadership style on outcome was inadequate. There are other outcomes that can be influenced by the leadership style by using the approaches of management control system. The purpose of this research paper was to contribute more detail to the literature and to evaluate the association between leadership style and other characteristics with respect to their influence on organizational outcomes. This study indicates number of variables that includes the consideration and initiating style of leadership, interactive and diagnostic approaches and the organizational outcome that includes organizational performance, employees' organizational commitment and job satisfaction. In this study the sample size for data collection was 217 and the respondents of this study was the employees working in the banking sector because this research was to evaluate the impact of leadership style on organizational outcome through the approaches of management control system. The statistical testing that was used in this study is confirmatory factor analysis to check the construct reliability and the software that we used were SPSS, Excel and AMOS. This study will help the organization to increase the productivity of employees and to enhance the quality of leadership that may motivate their subordinates to involve themselves in their work and make the decision on the basis of their own work in order to improve their productivity.*

**Keywords:** Consideration style, initiating style, organizational performance, job satisfaction, employee organizational commitment

## **Introduction**

### *Overview and Background:*

Prior researchers have determined over the last 30 years that there is the direct influence of leadership on organizational outcome like employees' performance and organizational behavior. (Zhu, Newman, Miao, & Hooke, 2013). Many of the researches and scientific debates have been done on the topic of effective leadership for several years (Hofmeyer, Brenda, Klopper, & Warland, 2015). Effective leaders are the one who can influence the organizational outcome, employees' performance, friendly environment and relationship with their subordinates. (Paliszkiwicz, Goluchowski, & Koohang, 2015). Several prior researches on the topic of leadership have witnessed a remarkable increase that yield the progress of different leadership concepts (Dinh, et al., 2014). Leadership implies involving, motivating, mentoring and give authority to the employees. Through these components are linked with employees' job attitudes (Lowe, Kroek, & Sivasubramaniam, 2011) because, it is related to the job satisfaction of employees (Podsakoff, MacKenzie, & Bommer, 1996) and also the involvement of work (Tims, Bakker, & Xanthopoulou, 2011).

Researcher defines Leadership styles as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (Yukl, 2002, p. 7). Leaders influence the success of their followers positively not only via psychological empowerment, (Joo & Lim, 2013) but also through work engagement (Vincent-Höper, Muser, & Janneck, 2012). Because leaders can influence the career outcome of employees (Kraimer, Seibert, & Astrove, 2015; Raghuram, Gajendran, Liu, & Somaya, 2016; Vincent-Höper, Muser, & Janneck, 2012) and play a crucial role in this process (Rapp, Ahearne, Mathieu, & Schillewaert, 2006). Effective leaders develop the working environment that helps to reduce the job burnout and enhance the job performance (Shuck & Herd, 2012).

Other researchers have found that the employees' perception in leaders were positively influential to their job satisfaction and turnover intentions (Frenkel, Sanders, & Bednall, 2013). Leaders who provide greater freedom from power and authority, encourage self-management skills of every individual and also cooperate with their subordinates, have the employees who have greater level of satisfaction and performance (Stewart, Courtright, & Manz, 2011; Vecchio, Justin, & Pearce, 2010). According to other researchers, leadership skills like motivating encouraging and influencing others leads to productive outcome (Gill, Flascher, & Shacha, 2006). As the considerate leader works hard and supports other to create a healthy environment having a friendly and respectful workplace (Hartmann & Perego, 2010), Therefore, it influences the organizational outcome in a way that it includes the performance of their followers (McColl-Kennedy, 2002; Harris L. , 2000), their behavior related to their work (Kleine, 2014; Hartmann & Perego, 2010) & reaction in change (Jansen, 2011).

Researchers have highlighted that effective leaders have the ability to influence job satisfaction, respectful atmosphere, have a positive relationship and improved organizational productivity (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Dasborough, 2006; Mastrangelo, Eddy, & Lorenzet, 2014; Paliszkiwicz, Goluchowski, & Koohang, 2015). Moreover, leadership style initiates by controlling that helps to monitor and oversee the accomplishments of

objectives (Scherr & Jensen, 2006). Although some of the employees may expect the high quality of relationships with the leader when he shows directive behavior and assign some task with less sharing of power and authority. (Sharma & Kirkman, 2015). While the findings of the previous researches have proved that leadership style also play a vital role in obtaining organizational productivity (Sophia, 2017). In addition, Effective leaders tend to have power and authority. They direct their employees morally having principles. (Schaubroeck, et al., 2012). Furthermore, the previous researcher has highlighted that leaders have ethical behavior because of their own personal values (Mayer, 2012).

Leadership with moral values is essential to build trust and credibility and possible to imply meaningful effects (Den Hartog & Belschak, 2012). This leadership credibility has an important influence on building trust between the followers and leaders (Eisenbeiss & Giessber, 2012). Additionally, employees' attitude is influenced by the leader by giving social support to their employees (Wong & Law, 2002; Tse, 2014). Prior researchers have given the evidence that empowering leadership and some organizational outcome like job performance, employees' effort and creativity of employees and intention to quit are linked together (Amundsen & Martinsen, 2015; Zhang & Zhou, 2014).

Other researchers have shown in their study that creativity and performance of subordinates is improved by empowering leadership attribute (Zhang & Bartol, 2010; Lorinkova & Pearsall, 2013). Empowering leadership help to assist their employees work by providing necessary resources and by motivate them by their ethical behavior (Harris & Li, 2014). Effectiveness in leadership can be achieved by the interaction between leader and its follower (Ayman, Korabik, & Morris, 2009; Ayman & Korabik, 2010). The positive result may motivate their subordinates to involve themselves in their work and make the decision of their own work by themselves in order to improve their productivity (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004; William, Burch, & Mitchell, 2014). If there is an implementation of changes so employees are likely to improve their routine work to maintain social benefits in the work group (Carter, Armenakis, Field, & Mossholder, 2013). Although the empirical evidence focuses the influence of leaders role affecting the results is limited, and the findings in preceding researches are inadequate (Sophia, 2017) Therefore, the purpose of this research paper is to contribute more detail to literature and to evaluate the association between leadership style and other characteristics with respect to their influence on organizational outcomes by considering the approaches to control the management system that is interactive and diagnostic approaches of control.

#### *Problem Statement:*

In any organization effective leaders are the one who helps to increase the trust and build credibility that results a successful performance in an organization (Paliszkiewicz, Goluchowski, & Koohang, 2015). In many prior researches, there is a positive impact of effective leadership on team work, trust, organizational performance (Wang, Sui, Luthans, Wang, & Wu, 2014; Lee, Cheng, Yeung, & Lai, 2011) and psychological empowerment (Avolio, Zhu, Koh, & Bhatia, 2004; Castro & Bueno, 2008). There should be more delicacy in measuring effective leadership and identify its effect in the organization (Yukl, 1999). The researches could be done to gauge the relationship between leadership style and other characteristics with respect to their influence on organizational performance (Sophia, 2017) as it is required to overcome this issue by combining

interview outcomes and explain the process of operations of leadership (Soyeon, 2017). There are some moderating and intervening variables like integrity as a personality trait of leader, selflessness, empowerment and fairness that might influence the work performance and effective leadership (Stinglhamber , Marique, Caesens, Hanin, & Zanet , 2015). Concrete leadership attributes like the transformational leadership style can influence the experience of their subordinates. It is valuable to determine other variables like organizational commitment that can enhance the opportunity of flow experience and the motivational process by leaders will also increase their experience (Chi-Sum, Chunyan, & Mao, 2017).

As the previous researches have been conducted by considering managers of middle level and their point of view pertaining to the top level management' role. Therefore, we can investigate on these kinds of relationships from another group's perception it can be lower level employees. The researchers had not explored the relationship between other characteristics of the management control system and leadership style along with their impact on the accomplishments of results. (Sophia, 2017) Thus, this study is focused to determine if there s and impact of the leadership style of top management on the outcomes of organizations through the approaches of management control system.

#### *Research Objective:*

This research aims to determine the association between the leadership style such as the consideration style and initiating style and the approaches of management control system that are diagnostic and interactive and approaches. Also, aims to check the relationship of the initiating style of leadership with both the approaches of management control system. The purpose of this study is to determine the relationship between approaches of management control system and the performance of an organization. Similarly, in order to analyze the link between the approaches to using controls and the employee's organizational commitment. Not only this but also to identify the relationship between the approaches to using control and follower's satisfaction that is job satisfaction and also find out the influence of leadership behavior and job satisfaction because the leaders have the attributes to provide friendly environment to their followers and encourages them to work that makes them satisfied. This study aims to evaluate the impact of leadership style on different organizational outcome. It also clarifies the role of mediators, i.e. approaches of the management control system in relation between leadership styles and organizational performance, job satisfaction and organizational commitment of employees that depends upon the managers' leadership style.

## **Literature Review**

#### *Introduction to Variables:*

#### *Consideration Style:*

“Consideration summarizes leader behaviors which develop a work environment of emotional support, warmth, friendliness, and trust for subordinates.” (Lee & Kwak, 2014, p. 2). These behaviors include helping subordinates when they have personal problems, being available to them, and shows appreciation and support. Consideration behavior is employee-focused

behaviors of leaders. (Lee & Kwak, 2014). Consideration leaders are the one who develops a friendly environment (Hartmann & Perego, 2010) and they concern their subordinates as they show empathy to their employees (Fleishman & Salter, 1963). The Consideration style of leadership is people oriented as it concerns towards the friendship, personal welfare and interpersonal relationship and trust. They are approachable and accessible to their subordinates when they need.

#### *Initiating Style:*

“Initiating structure refers to leader behaviors which define and structure employee roles in the search for goal attainment.” (Lee & Kwak, 2014, p. 2) It includes the convey tasks to the employees, signifying the standards of performance, and focus the discussion of targets. Initiating style is task oriented behaviors of leaders. (Lee & Kwak, 2014). It establishes well define channels of communication (Fleishman, 1973). Initiating leaders are more structured in their approach of leadership they define tasks and rely on standardize methods to guide the followers and monitor the standards (Abernethy, Bouwens, & Van Lent, 2010). The Initiating style of leadership focuses on the task and explains the roles of group members and manages all the activities and describes the way due to which the tasks are to be achieved. They let their subordinates to know the expectations that their leaders anticipate from them. They scheduled the work and manage the standards by letting their employees to follow the rules and all directions given by the leaders.

#### *Interactive Approach:*

The interactive approach is “an approach which encourages face-to-face dialogue and debate across different hierarchical levels can facilitate the process of developing a positive work atmosphere” (Abernethy, Bouwens, & Van Lent, 2010). It includes constant contact and communication between all the managers of hierarchy (Simons, 1995). Moreover, the interactive approach helps to solve the uncertainty and to facilitate learning in an organization (Simons, 1995). The Interactive approach is a system in which top managers take decisions by involving their subordinates regularly (Simons, 1994).

The Interactive use of control management exhibit the respect for employees’ thoughts and their willingness to participate in the decision making process, thus, it refines the employees’ organizational commitment. The leaders who use the interactive approach monitor the uncertainties of the organization that can occur in long term. This approach requires attention of managers of all levels of the firm on the regular basis.

#### *Diagnostic Approach:*

“The diagnostic approach aims to monitor outcomes and correct any deviations from preset performance standards.” (Sophia, 2017). The diagnostic approach involves feedback that oversees the results of organization and predefining the standards in order to correct any kind of deviation in an organization (Simons, 1994). This approach does not only focus on organizational achievement but also the process of attaining organizational outcome (Sophia, 2017). The diagnostic approach seeks to make sure that the decisions are in line with the objectives of the firm. The control system allows the leaders to monitor all the circumstances and inability in

achieving their goals because of unexpected changes (Simons, 2000). The main purpose of diagnostic use of control is to omit the constant burden of managers to monitor employees. Managers get the exception report from staff members periodically rather monitoring all the internal activities and matching the outcome with current goals and targets.

#### *Organizational Performance:*

“Organizational performance is the measure of an organization's progress and development. It shows how well an organization is accomplishing its goals and objectives.” (Paliszkiwicz, Goluchowski, & Koochang, 2015, p. 4). Performance of Organization is a comparison of company's goals and objectives with its organizational performance (Otley, 1999). This appears that an organization is achieving its objectives efficiently and effectively. It is based on the work life quality its productivity profitability and innovation (Sink & Turtle, 1989).

Organizational performance refers to which extend the organizations is performing to achieve its goals objective and vision. If organization wants to attain strong organizational performance so they have to develop right thing by utilizing less possible input. Therefore, organizations usually try to achieve more in different areas of the firm. Thus, organizational performance is the conversion of input into output in order to attain organizational outcome and to enhance the organizational productivity.

#### *Employees' Organizational Commitment:*

“Social identity theory suggests that people are more likely to remain committed and help their organization when they feel that they are respected by their organization” (Tyler, 1999, p. 7) Using the interactive approach, show respect towards subordinates' ideas for discussing with them at the time of decision making, like that enhancing employees' commitment to their organization (Sophia, 2017)

#### *Job Satisfaction:*

“Job satisfaction can be defined as a positive emotional response from the assessment of a job or specific aspects of a job or more simply, how much a person likes his/her job or tasks that make up a job” (Kiarie, Loice , & Cheruiyot, 2017, p. 2). Job satisfaction plays a vital role for an organization because it finally impacts on development. It mentions honest attitude of an employee according to his work performance (Rad & Yarmohammadian, 2006) Job satisfaction is an overall attitude of a person towards its work. Job satisfaction is found to be the most familiar work attitude but while measuring or judging the individual's performance about their work experience job satisfaction is a most reliable feature (Yalew, 2016).

#### *Relationship between Variables:*

*The relationship between the considerate style leadership and the approaches:*

Researchers found that for the evaluation of performance, leaders who are considerate depends on the aspect that is qualitative (Noeverman & Koene, 2000) that matches the interactive approaches which focuses on the incentives not on the outcome (Simons, 1987). Moreover, the researcher states that there is a positive relationship between the considerate style of leadership and the interactive approach of using control (Abernethy, Bouwens, & Van Lent, 2010). Pioneers who concentrate more on the consideration style of leadership are focused on making a neighborly workplace, and show regard for subordinates' thoughts and worry for their prosperity, their definitive duty is to accomplish objectives of an organization and convey great monetary execution.

Likewise, although the leadership style of consideration is more in accordance with the interactive use of control, the diagnostic approach is additionally needed to help the considerate style of leadership. Specifically, through following advancement towards objectives and checking comes about, the diagnostic approach can restrain people's unwanted conduct to some degree and improve the accomplishment of objectives of organization (Simons, 2000). Also, the abnormal state of strengthening connected in the diagnostic approach of using control is perfect with the consideration style of leadership that enables employees to share their thoughts in basic leadership procedures and backings their free reasoning (Judge, Piccolo, & Ilies, 2004).

H1a: There is a positive relationship between consideration leadership style and interactive approaches.

H1b: There is a positive relationship between consideration leadership style and diagnostic approaches.

*The relationship between the initiating leadership style and the approaches:*

Initiating leaders furnish employees with strong medium of correspondence and an unmistakable comprehension of their parts (Judge, Piccolo, & Ilies, 2004). The researcher contended that leaders who are initiating are likely to build the parts of their employees towards the accomplishment of the hierarchical objectives (Yukl G. , 2005). The researcher propose that the initiating leadership style dependably coincides with controls that not only guide but oversees the accomplishment of goals, which is in accordance with the qualities of the diagnostic approach of management controls system (Scherr & Jensen, 2006). The approach that is diagnostic can help representatives to better comprehend what is anticipated from them as far as organizational objective accomplishment by means of setting execution targets, distinguishing any targets deviation, and remunerating the fulfillment of organizational objectives (Kleine & WeiBenberger, 2014). Comparatively, other researcher found that initiating style of leadership put more attention on quantitative execution procedures and targets deviations (Abernethy, Bouwens, & Van Lent, 2010). Moreover, researchers contended that the diagnostic use of control upgrades the capability of the initiating style of leadership as the initiating leaders efforts are mostly on executing the targets and measures which are very much characterized under the diagnostic use of controls (Jansen, 2011).

H2: There is a positive relationship between initiating leadership style and the diagnostic approach.

*The relation between the interactive approach to using controls with organizational performance and employee organizational commitment:*

Various investigations have additionally inspected the connection between particular highlights of the approach that is interactive and the level of Employee Organizational Commitment. The researcher announced that the degree of interaction between workers is directly connected with the level of Employee Organizational Commitment. So also, other researchers recognized a positive relationship between the correspondence among workers and the level of Employee Organizational Commitment (Smeenk, Eisinga, Teelken, & Doorewaard, 2006). Moreover, researchers contended that more significant attention on adaptability and adjustment, and less focus on tenets and directions can upgrade representatives' responsibility regarding their firms. Thus, the interactive way to deal with utilizing controls is relied upon to be connected positively with the level of Employees Organizational Commitment (Richman, Civian, Shannon, Hill, & Brennan, 2008).

Researchers stated that the interactive use of controls empowers hierarchical learning and advancement that can change the performance of organization and upgraded the business unit performance (Bisbe & Otley, 2004). Similarly, other researchers found that through the help of advancement and hierarchical taking in the interactive use of controls was directly connected with the performance of an organization (Henri, 2006). Nonetheless, while the approach that is interactive improves correspondence crosswise over various levels, it requires nonstop administration consideration and time (Tuomela, 2005)

The leaders' capability has gigantic pertinence for the adequacy of any firm. A conduct of leaders impacts the spirit, efficiency, and job satisfaction of representatives (Kleinman, 2004). Having worry for individuals, or a style of leadership in view of thought, has gotten a lot of consideration in the writing (Yuki, 1998).

H3a: There is a positive relationship between interactive approach and the level of Employees Organizational Commitment

H3b: There is a positive relationship between interactive approach and organizational performance

*The relation between the diagnostic approach with employees' organizational commitment and organizational performance:*

In expansion, under the diagnostic use of control, a huge level of expert and independence are given to the representatives just getting to be associated with the basic leadership process in decision making while there are critical inconsistencies among real and desired outcomes (Simons, 2000). Thus, the high state of strengthening implanted in the utilization of the diagnostic control is viewed as a vital aspect which adds to improving the level of organizational commitment from Employees (Iverson & Roy, 1994). Prior researchers found there was a critical relationship between worker strengthening and the Employees' Commitment towards the organizational (Kazlauskaite, Bucuniene, & Turauskas, 2006).

Prior researcher found that the control that is diagnostic was absolutely linked with the orientation of organization to learning and the effective utilization of management consideration, which both upgrade performance of organization (Widener, 2007). Correspondingly, other researcher kept up the diagnostic approach adds to the accomplishment of hierarchical objectives,



stating a positive relationship between the diagnostic approach and performance of organization (Hofmann, Wald, & Gleich, 2012). Furthermore, researchers contended that diagnostic approach distinguish the problem among wanted and real outcomes, and in this way decrease the execution gap by recognizing the requirement to make remedial measures (Sakka, Barki, & Cote, 2013). In Addition, other scholar suggested that assessing accomplishment against targets is compelling for enhancing execution. Thus, the diagnostic way to deal with utilizing controls is required to be decidedly related with performance of organization (Cheng & Van de Ven, 1996). This could clearly influence organizational performance and the employees' organizational commitment hence, it reduce the ratio of absenteeism and also the turnover of employees (Yalew, 2016)

H4a: The diagnostic approach to using controls is positively related with the level of EOC.

H4b: The diagnostic approach to using controls is positively related with the organizational performance.

*The mediating role of approaches to using controls in the relationship between leadership styles with organizational performance, employee organizational commitment and job satisfaction:*

In the light of relationships between variable that has been discuss above, it has found that there is a relationship between leadership styles with the approaches of management control system and its impact on the organizational outcome i.e. organizational performance, employees' organizational commitment and job satisfaction. Thus it can be concluded that the approaches to using control act as a mediator between the relationship between leadership style and organizational outcome. Particularly, we determine the following hypothesis:

H5a: The interactive approach and diagnostic approach of controls mediates the relationship between consideration leadership style and the level of Employees organizational commitment

H5b: The interactive approach and diagnostic approach of controls mediates the relationship between consideration leadership style and the level of organizational performance

H5c: The diagnostic approach of controls mediates the association between initiating leadership styles with Employees organizational commitment

H5d: The diagnostic approach of controls mediates the association between initiating leadership styles with organizational performance

*The relationship between consideration leadership style and initiating leadership style and job satisfaction:*

Managers are considered to be the leaders for its subordinates as he gives direction for the work that is to be done and he is the one who guide its subordinates by telling the best way to execute all the plans of organization. If the leader follows consideration style of leadership his subordinates will understand its leaders thinking about organization and they can easily share their ideas and thoughts with their managers and if they have any issue or problem se he can discuss it easily. They become relax and share his thoughts without any hesitation. Thus, he will be satisfied with their work as he will not feel burden of work in its work place. (Rehman, Mansoor, & Bilal, 2012). Leadership is one of the vital parts of job satisfaction from representatives. It can completely affect the devotion and inspiration of workers.

Initiating style of leadership is a style where the leader follows all the rules and regulation of the organization in order to achieve the organizational goals. He asked his subordinates to work in their best way on time. In this any supervisor have no way recently in achieving the organizational

tasks. For the most part in this sort of style of leadership representative is despising work. At the point when the supervisor isn't at office than representatives endeavor to do misrepresentation with the organization

The workers get worry of working. The challenges they feel at work can't clarify so that is the reason their execution of working isn't great. Thus, time representative is irritated because of leader and can't work properly and can't give consideration towards their work. (Rehman, Mansoor, & Bilal, 2012)

H6a: There is a positive relationship between consideration leadership style and job satisfaction

H6b: There is a positive relationship between initiating leadership style and job satisfaction

## **Methodology**

### *Method of Data Collection:*

The purpose of this research is descriptive because we have found study from different sources i.e. internet, research journals and different articles. The research has been conducted to check the leadership behavior impact on organizational outcome. We have collected data online and manual as well. We had visited different firms to collect the data. The permission letter was issued by the institute to visit the organizations. We also made forms in Google docs and distributed to our respondents that are among our family and friends in order to collect data and to find the relation between factors and variables. Because finding the cause and effect relation between the variables was the main target that how they affect each other. The Respondents of this study was the employees of the banks who work under the supervision of their leaders and they are led by them. The reason for selecting employees as our respondents was that, they work under the supervision of their leaders so they were more helpful to find the influence of the style of leadership on their performance of employees. It was not important that we had got the appropriate data. Some of them were not willing to become the part of the survey. Thus, there can be some prejudice in filling the questionnaire so the data can be found biased.

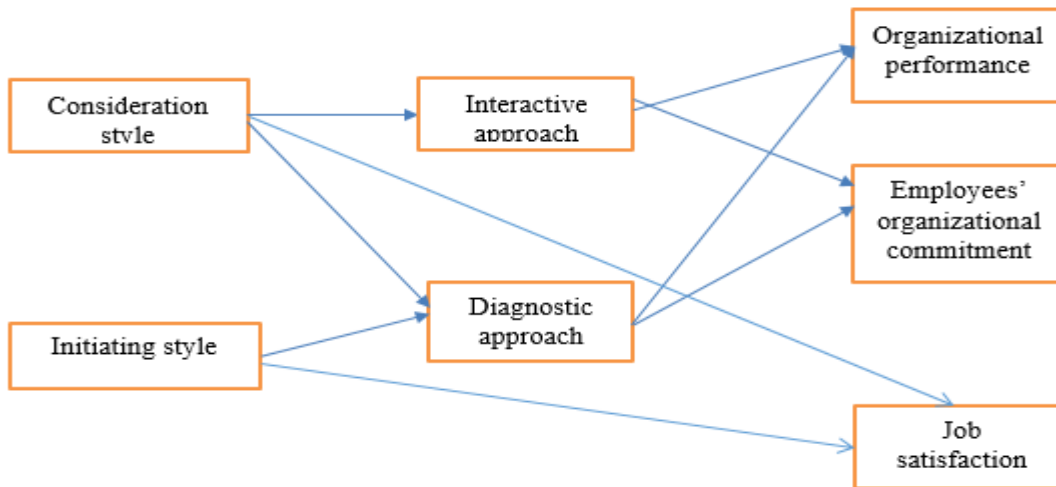
### *Sampling:*

For this research paper we had distributed around 350 questionnaires out of which only 257 questionnaires were returned and we did not receive the remaining responses. There were errors in some questionnaire some of them were not filled properly or some of the questions were missed by the respondents so we excluded those questionnaires. At the end we finalize only 217 questionnaires that were filled properly and we got appropriate data for further process so the questionnaires result could get the best findings/searching. The respondents are the employees of all levels because we had to evaluate the impact of their leadership style on organizational outcome and they told us that how much impact leadership style had on their performance and job satisfaction and to which extend they got committed to their organization. These respondents were mostly adults and of mid age and old age and the employees are of top, middle and lower level management.

### *Instrument for Data Collection:*

The survey instrument that has been used in this research to collect the data was the questionnaire. The questions were based on 5 points likert scale where 1= Strongly Disagree and 5= Strongly Agree.

*Research Model:*



*Statistical Technique:*

The research is quantitative in nature and typically testing the hypothesis to measure the relation between variables. This study used two way approaches i.e. measurement model and structural model. Measurement model is to check the validity and reliability of data and structural model is to check model fitness then it checks the hypothesis. In this study the software that we used are Amos, SPSS and MS Excel. The test that we applied in this study were Cronbach alpha, model fitness, Confirmatory factor Analysis and hypothesis testing.

**Result and Analysis**

*Table 1: Demographics Statistics*

<b>Gender</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	152	70.0	70.0	70.0
	Female	65	30.0	30.0	100.0
	Total	217	100.0	100.0	

As we have collected our data from different branches of banks from the banking sector, it has been found that most of our respondents are male i.e. 152 out of 217 which is more than the females i.e. 65 out of 217. As shown in the table above that male is 70% and remaining 30% of our respondents are females because the ratio of male staff in every bank that we had visited is greater than the ratio of females. According to our research the data is acceptable as we are working on leadership style and evaluating its impact on organizational outcomes.

<b>Age</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	2	.9	.9	.9
	21-30 years	49	22.6	22.6	23.5
	31-40 years	90	41.5	41.5	65.0
	41-50 years	71	32.7	32.7	97.7
	50 and above	5	2.3	2.3	100.0
	Total	217	100.0	100.0	

As shown in the table 41.5% of our respondents i.e. 90 out of 217 respondents are of 31-40 years of age and 32.7% of our respondents are from the age group of 41-50 as all of them are professional and are working from years so they are aware of their organizations performance and outcome. As we have collected the data from employees of different levels so the data are from different age group.

<b>Work Experience</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	8	3.7	3.7	3.7
	1-3 years	96	44.2	44.2	47.9
	4-6 years	84	38.7	38.7	86.6
	7-10 years	14	6.5	6.5	93.1
	10 and above	15	6.9	6.9	100.0
	Total	217	100.0	100.0	

As shown in the table above, most of our respondents have the work experience of 1 to 3 years that is 44.2% and 38.7 % of our respondents have the experience of 4 to 6 years. The frequency of experience of 1 to 3 years is 96 whereas the frequency of 4 to 6 years' experience respondents is 84. As the respondents have experience of more than 1 year the data is acceptable because they are aware of the corporate environment and their data may not be biased.

<b>Qualification</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	15	6.9	6.9	6.9
	Bachelors	121	55.8	55.8	62.7
	Masters	70	32.3	32.3	94.9
	PhD	2	.9	.9	95.9
	Others	9	4.1	4.1	100.0
	Total	217	100.0	100.0	

55.8% of our respondents have the qualification of bachelors as shown in the table that 121 out of 217 respondents are the respondents that are only graduated and 32.3% of the respondents are masters whereas there are some respondents that are intermediate, PhD and other qualifications which means that all are well qualified and they had given the correct data.

<b>Income</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20,000	8	3.7	3.7	3.7
	21,000-30,000	42	19.4	19.4	23.0
	31,000-40,000	90	41.5	41.5	64.5
	41,000-50,000	52	24.0	24.0	88.5
	Others	25	11.5	11.5	100.0
	Total	217	100.0	100.0	

As our respondents are qualified and has experienced, so these respondents has good amount of salary package. The table above shows that 90 respondents i.e. 41.5% of respondents have the income in the range of 31,000 to 40,000. 24% has the income of 41,000 to 50,000 and 19.4% of the respondents has the income of 21000 to 30,000. This shows that's all the respondents are professional and are working from years.

Table 2: CFA

<b>Construct/Indicators</b>	Standardized Factor Loading (CFA- AMOS)	<b>Construct Reliability</b>		<b>Construct Validity</b>		
		Cronbach's alpha	Composite Reliability (CR)	<b>Convergent Validity</b> Average Variance Extracted (AVE)	<b>Discriminant Validity</b> Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
<b>Consideration Style</b>		.942	0.947	0.782	0.1849	0.1043
CS1	.98					
CS2	.88					
CS3	.91					
CS4	.82					
CS5	.82					
<b>Initiating style</b>		.823	0.838	0.637	0.2809	0.1336
IS1	.63					
IS2	.88					
IS3	.86					
<b>Diagnostic Approach</b>		.935	0.943	0.806	0.3844	0.177
DA1	.92					
DA2	.92					
DA3	.90					
DA4	.85					
<b>Interactive Approach</b>		.952	0.951	0.829	0.3844	0.1508
IA1	.87					
IA2	.94					
IA3	.91					
IA4	.92					
<b>Organizational Performance</b>		.907	0.916	0.688	0.3249	0.211
OP1	.79					

OP2	.95					
OP3	.87					
OP4	.84					
OP5	.67					
<b>Employees Organizational Commitment</b>		.935	0.941	0.761	0.3844	0.2009
OC1	.89					
OC2	.89					
OC3	.87					
OC4	.95					
OC5	.75					
<b>Job satisfaction</b>		.906	0.897	0.639	0.3844	0.246
JS1	.70					
JS2	.90					
JS3	.91					
JS4	.74					
JS5	.72					
Reliability and Construct Validity Thresholds: [Suggested by Fornell and Larcker (1981)]		$\alpha > 0.70$ (Nunnally,1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE	MSV < AVE	ASV < AVE

As shown in the table above that the factor loading values are greater than 0.6 which means that the questions of our survey are accurate and the construct reliability is greater than 0.7 which means that the collected data is reliable. Moreover, the data is valid as AVE is less than 0.5 and MSV is less than AVE whereas ASV is less than AVE. thus we can say that the collected data for this research is reliable as well as valid.

*Table 3: Hypothesize Significant:*

Description	$\beta$	P-value
Consideration style → Interactive approach	0.17	.020
Consideration style → Diagnostic approach	0.16	.038
Consideration style → Employees Organizational Commitment	0.25	.000
Consideration style → Organizational Performance	0.15	.036
Consideration style → Job Satisfaction	0.25	.000
Initiating style → Diagnostic approach	0.23	.004
Initiating style → Employees Organizational Commitment	0.22	.004
Initiating style → Organizational Performance	0.20	.009
Initiating style → Job Satisfaction	0.45	.000
Diagnostic approach → Employees Organizational Commitment	0.13	.060
Diagnostic approach → Organizational Performance	0.31	.000
Interactive Approach → Employees Organizational Commitment	0.20	.002
Interactive Approach → Organizational Performance	0.20	.001

Table no 3 shows a positive relationship between consideration leadership style and diagnostic approach its beta is .17 and its hypothesis is significance as its P value is .02 which is greater than the threshold that is 0.05 hence the hypothesis H1a is accepted. Additionally, the relationship was found between consideration style and diagnostic approach having the beta of 0.16 and P-value of 0.02. Thus, it supported the hypothesis H1b. Moreover, consideration leadership style has the direct impact on employees' organizational commitment having beta of 0.25 and P-value of 0.00, Organizational performance when beta is 0.15 and p value is 0.036 and job satisfaction where beta is 0.25 and p value is 0.00. Furthermore, the hypothesis was developed to evaluate the relationship between initiating style of leadership and diagnostic approach of control and the results indicates that the hypothesis is significant as the table shows the beta is 0.23 and the p value is 0.004. However, the direct relationship of initiating style was proved with the employee's organizational commitment (beta= 0.22, p value= 0.004), organizational performance (beta= 0.2 and p value= 0.009) and job satisfaction (beta 0.45, p value=0.00). the diagnostic approach is found to have a positive relation with organizational performance as its beta is 0.31 and p value is 0.00 but has no relation with employees' organizational commitment as its p-value is 0,06 which is greater than its threshold i.e. 0.05 and has only 0.13 beta which shows it has no relation with employees' organizational commitment. Thus, it is not supporting the hypothesis and it rejected the hypothesis H4a. The relation between interactive use of control and organizational performance is found to be significant as its beta is 0.20 and P value is 0.001 whereas, the relationship between interactive approach and employees' organizational commitment is also found to be significant as its beta is 0.20 and p value is 0.002.

*Table no 4: mediation effects:*

	<b>Employees Commitment</b>	<b>Organizational</b>	<b>Organizational Performance</b>	
	Direct Effect	Indirect Effect	Direct Effect	Indirect Effect
<b>Consideration style</b>	0.013	0.023	0.115	0.038
<b>Initiating style</b>	0.014	0.117	0.013	0.009

Consideration style of leadership has a direct effect of 0.13 on employees' organizational commitment and has an indirect effect of 0.23 which means that there is a partial mediation between consideration leadership style and employees' organizational commitment as both the effect is significant. In addition, consideration style of leadership and organizational performance has a direct effect of 0.115 which is insignificant and the indirect effect of 0.38 which is significant which indicates that there is full mediation between consideration style of leadership and organizational performance. However, initiating style of leadership and employees' organizational commitment has no mediation because it has a direct effect of 0.14 and indirect effect is 0.117 which is insignificant. Thus, the hypothesis H5c is rejected and diagnostic approach is not playing a role of mediator between initiating style of leadership and employees organizational commitment. Moreover, there is a partial mediation between initiating style of leadership and organizational performance as its direct effect is 0.13 and its indirect effect is 0.009 which indicates that it is accepting the hypothesis H5d and proved that diagnostic approach of control is a mediator between initiating style of leadership and organizational performance and no hypothesis was developed to check the mediation of interactive approach as it does not have a relationship with initiating leadership style.

*Hypothesis Assessment:*

<b>Hypothesis</b>	<b>Accepted/ Rejected</b>
H1a: There is a positive relationship between consideration leadership style and interactive approaches.	Accepted
H1b: There is a positive relationship between consideration leadership style and diagnostic approaches.	Accepted
H2: There is a positive relationship between initiating leadership style and the diagnostic approach.	Accepted
H3a: There is a positive association between interactive approach and the level of Employees Organizational Commitment	Accepted
H3b: There is a positive association between interactive approach and organizational performance	Accepted
H4a: The diagnostic approach of controls is positively associated with the level of EOC.	Rejected
H4b: The diagnostic approach of controls is positively associated with the organizational performance.	Accepted
H5a: The interactive approach and diagnostic approach of controls mediates the relationship between consideration leadership style and the level of Employees organizational commitment	Accepted
H5b: The interactive approach and diagnostic approach of controls mediates the relationship between consideration leadership style and the level of organizational performance	Accepted
H5c: The diagnostic approach of controls mediates the association between initiating leadership styles with Employees organizational commitment	Rejected
H5d: The diagnostic approach of controls mediates the association between initiating leadership styles with organizational performance	Accepted
H6a: There is a positive relationship between consideration leadership style and job satisfaction	Accepted
H6b: There is a positive relationship between initiating leadership style and job satisfaction	Accepted

### **Conclusion and Discussion**

*Conclusion:*

The study determines the leadership styles and organizational outcomes particularly organizational performance, employees' organizational commitment and job Satisfaction by considering the aspects of use of control that are interactive and diagnostic approaches. It examines the influence of leadership styles on approaches of control and its impact on employees' organizational commitment, organizational performance and job satisfaction. The findings of this study provide the evidence that leadership styles have its influence on organizational outcome i.e. organizational performance and employees' organizational commitment while using the interactive and diagnostic approaches. It also has the direct influence on job satisfaction. Because interactive approach encourages face to face communication and it allows the employees to take part in decision making process so it makes them satisfied and encourage the organizational



commitment. However, the diagnostic approach improves the working of organization so it helps the organizational to achieve the organizational goals and improves the performance of the organization and employees like to work there so it enhances the organizational commitment. Both leadership styles make the employees satisfied because both consider the employees and focuses on organizational performance.

*Limitation and Recommendation:*

Our limitation is that we have collected the data of 217 respondents as we did not have time to collect more data and have lack of financial resources. The respondents were also bias in filling the survey forms. The other limitation is we have worked on less variables so, the future researches can be done by using more leadership styles and examine its influence on organizational outcome. The future research could also be done on these leadership styles and determine its impact on other organizational outcomes and evaluating its impact of relationship between them. Future research can also be done to reconfirm the results of this study and to check the performance of organization.

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