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EFFECT OF GENDER OF LEADER (TRANSFORMATIONAL/ TRANSACTIONAL), SATISFACTION WITH THE LEADER ON EMPLOYEE TURNOVER INTENTION

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The study mainly concerns to explore the relationship between the behavior of leader, satisfaction with the leader, gender of the leader and voluntary turnover intention of the subordinates in the organization. More specifically gender role of leader has the primary objective in this study. Satisfaction with the leader has mediating effect on the turnover intention of the employee. The theory posits that there is direct negative relation between the behavior of leader and voluntary turnover intention. However, satisfaction with the leader has a negative relationship between leadership behavior and voluntary turnover intention. Employee turnover intention in any organization has important and significant role for the organization. Potential and experienced employees are valuable assets of any organization. Every good leader is backbone for organization effectiveness in term of good leader has good character. Good leaders adaptability makes longevity possible and self made, which will affect organizational performance. Leader is important in the organization while implementation the change, creating future vision, explaining norms of the organization to the employees, making the plan, motivating subordinates, team work implementation, observe the plans for accomplishment, evaluating the change and vision to create potential leaders from among the subordinates. Influence of leadership is very essential regarding working and job quite thinking of subordinates. Many employees leave the organization due to poor dealing and style of leadership and executives. Satisfaction with the leader has a mediatory role in this study. Job Satisfaction is a type of motivation, which is related to transformational leadership behavior. It will enhance working and commitment of the employee towards achieving organizational goals and objectives. This is driving force to the employee, gender and other demographical variables of the leader, which influence the turnover intension of employee.

Keywords: Transactional leadership, Transformational leadership, Job satisfaction, Employee turnover intension, Gender.

INTRODUCTION

The current age is the age of uneven social and economic age. Organizational styles and atmosphere are changing quickly, specifically in the fast growing industry. Only organizations who follow rapidly fluctuated atmosphere can continue to exist. (Kotter, 2001)

concludes that with changing environment, leadership manages to the change. Management and leadership both are necessary for the establishment of a successful atmosphere in a business of today. Management of any organization has many critical and difficult tasks in the career. Moreover, it is also difficult task for the management to administer leadership role in the organization.

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For the current work, our focus is dependant faith, empowerment, self-respect, job satisfaction, organizational commitment and employee decisions to stay or leave the organization, leadership behaviour both transformational and transactional styles as well as gender and the age of the leader. Moreover, we have focus on such problems as junior trust, confidence, employee job satisfaction, and organizational commitment and employee decisions to stay or leave, in relation each to both transformational and transactional leadership styles.

Our main theoretical input to the well- traveled text on leadership and turnover is the addition of gender as a demographic variable, satisfaction with the leader as a mediating variable between transformational and transactional leadership behaviour and voluntary organization leaving intention (Janelle E. Wells, 2010; Matin, Nakhchian & Kashani, 2013). The focus of this study is to study satisfaction with the leader as a mediating variable in the organizational team management. It can offer an additional way-out and a route map for scholars in developing ample hypothetical framework of the systems through which leadership behaviors in collective idea regarding intended organizational turnover intentions, for different style organizations. Executive should know that leadership (transactional as well as transformational) styles may be the basis for efficient leadership of groups, and that both leadership behaviours can be helpful in justifying voluntary turnover intention. Then it is compulsory for the executives have a balance between different leadership styles. Moreover, Executives must attempt to construct vigorous, energetic collective job atmosphere and become more concerned regarding satisfaction of employees and loyalty for business and team management style leadership in order to reduce voluntary turnover.

Muijs (2011) concludes that we identify more about leadership and its input to the effectiveness of an organization from research to prescription. There are many evidences that the leadership have influential and critical role for the achievement of organizational objectives and goals. Moreover, it has also a critical effect on employee loyalty towards the organization and contribution. It is also necessary to mention here is that there is transformational and transactional leadership can specifically contribute to the efficiency of the business.

Leadership is a worldwide phenomenon. It is not an imagined thing, while there are some situations in which collective success or failure will be wrongly endorsed to the leader, rather than to environmental and managerial forces succeed, which the leader have no management hold. Leadership is a collective and combine effort among two or more people in a group. Which often involves a formation or opportunity of the situation and of the insight and outlook of the members? (BM, 2008, p. 25). It has been considered as the spotlight of collective processes,

as a behavioral characteristic, art of inducing agreement, exercise of authority, specific type of action, type of opinion, authoritative influence, a tool for the achievement of objectives, style of action and reactions and critical style role.

In leadership research, Western leadership is relatively dominant whereas inadequate consideration has been given to Eastern leadership, including Pakistani leadership. Leadership is prevalent in Pakistani society given that it has been bounded by the cultural tradition. Its leadership behaviour provides individualized care, maintains moral standard and implies authority on subordinates. Leadership has its roots in organizational wisdom and ideology, and it is still influencing contemporary leaders (Wu, Huang, & Chan, 2012). Leadership behaviours are shaped by the norms and values of the economic and social developments.

To achieve goals and objectives of a firm, all the employees' thoughts, creativity, and views are required. Furthermore, the efforts in a business should be put forth to build and launch the passion in the human resources towards their job. Nevertheless, it has been stressed that it is probable to obtain work force but it is not possible to buy their hearts and minds (Al-Swidi, Nawawi, & Hosam, 2012). Hence, a business to be capable to exploit the available skill and knowledge resourced in the workforce, all the workers should have and obtain the feeling of belong to the business and match their goals with the overall goals of the organization.

Employees' contribution to the success of an organization is theoretically as well as practically recognized because employees can have a customer-centric approach in their work and associated exchanges. Therefore, if the workers are satisfied, then they will be more probable to demonstrate superior customer-oriented conduct and considerably donate to the overall business performance. The enduring distress of a business is how to make sure elevated level of job satisfaction among the workers. The sturdy involvement of workforce to the success of a corporation is recognized because the people may enclose a customer-centric approach in the job and associated exchanges. Consequently, if the workforce are satisfied, they are more likely to show higher customer-oriented behavior and significantly contribute to the overall business performance. The enduring anxiety of a business is how to ensure high level of job satisfaction among their workforce.

Problem Statement

What is our needful thing? To have high principles at the bottom of all. Without this, without having laid our foundation, there is small use in building up our details. This is as if you were to try to -- without eyes or hands. If your foundation is laid in shifting sand, you may build

your house, but it will tumble down. It is clear that certain traits and values influence an organization's ability to create environments where leaders' coalesce around a vision for organization, communicate transparently about difficult issues, and create an environment that nurtures and supports the moral activity of people. Leaders should not only require their subordinates to be driven by sympathy, duty, and righteousness in their work and behavior but also possess these qualities themselves and act as role models for their subordinates. The purpose of this study is to highlight the relationship between transactional/transformational leadership, employee gender and turnover intention. It also aims to identify the moderating effect of satisfaction with leader.

RESEARCH THEORY AND MODEL

Leadership

Wide range study has been conducted on leadership behavior and its branches since the 1950. The division into three areas is task-oriented, relation-oriented and participative leadership (Yukl, 2001, p. 2). The numerous of studies commenced over this 50-year time period, mostly through survey based questionnaire, has given rise to a number of classification which Yukl suggests may be more precisely developed into the three mutually act category of task, relations and change-oriented behavior. On observing the fields of research including participative leadership, delegation and empowerment, the researcher again examine the research and tries to look closely at the Vroom-Yetton model of participative leadership, which was developed in the 1970s. This may help supervisors identify decision measures in different circumstances. As stated by (Allio, 2009) there are the following characteristics of leader.
- Excellent leaders have excellent character.
- There has no best way to lead.
- The leader must act as a team with the subordinates.
- Willingness to adjust to the change makes long life performance sure.
- Leadership is a self-made phenomenon.

For the leader it is compulsory to enhance his work effectiveness, recognize the strategic and other issues from his own professional style and adapt best working approach into his personality. Allio (2009) state the difference between leader and manger. Leader has broader view, formulates visions, risk lover, explores new ideas, start changes, renovations, enhance diversification, raise enthusiasm and acts ethically, love to work in high turbulent environment and manager has short vision, budgeting and planning, risk averse, oppose to adapt change, work in stable style environment, implement consistency, has rational approach. He also states, leader must have collective approach not

individual approach. Teamwork is the key role of the leader. He must be in contact with all stakeholders of the organization. He has also nature to sort the conflictory problems among employees and as well as other stakeholders. Adapting to the change in the organization and motivates employees towards change is very important role of a leader. In a high turbulent environment implementation and evaluation of change have a very significant role in the organization. There are competitive challenges for the leader. From where the great leader comes, William Shakespeare states cited in (Allio, 2009) "some are born great, some achieve greatness, and some have greatness thrust upon them".

Transformational and Transactional Leadership

As literature, explain that transformational leader increases awareness of subordinates by motivating to higher ideas and standards that is freedom, Social equality, calm, and harmony. In the study of James C. Sarros, (2001) there are major four types of transformational leader concluded by top management in any organization. Individualized reflection, encouraging motivation, intellectual simulation, and idealized impact. The first deals with the basic role of this letter as to treat every individual of organization on the basis of equality for his job. The leader leads not dictates. Transformational leader encourages and lead the employees to create a good workplace environment. The leader is caring towards employees, not have rude behavior. James C. Sarros (2001) find from interviews of the top management and CEO of many organization transformational leader has individualized and caring behavior. Motivate employees for alignment of organizational goals and resistances of the organization. While interviewing people he found that leader who uses inspirational motivation as a behavior achieve high goals, and give broader values to the employees. Finally main factor of inspiration motivation are vision of organization, communication, creative workers, teamwork, and independence. Share their ideas more transparently with the workers. A leader who thinks Accommodating new task and challenge is part of his job are also transformational leader. They create such environment in an organization (Matin, Nakhchian & Kashani, 2013). The leader works with the worker with peace and friendship. They are idealized for the employees. They decide the thing with joint consent. Build high morale of employees. Leader supports and helps employees. Key responsibility in simulation is a crisis resolve skill, creativity, solves status quo problems. Leader encourages employees. The intellectual simulation leader is innovative, coherent, group decision making, leading not dictating, training, sustaining, and participation. Last and final characteristic of transformational leader is idealized influence. (James C. Sarros, 2001).

1. *The South window*. His own characteristics.
- Resource;
- Can dour;
- Loyalty;
- Inquisitiveness;
- Autonomy.
2. *The west window*. His social qualities.
- Companionship;
- Ancestry;
- Nationalism;
- Courtesy;
- Leadership.
3. *The east window*. His fighting qualities.
- Self-confidence;
- Organize;
- Boldness;
- Patience;
- Assessment

Transactional leader relates reward with the performance of workers. Compare and associate reward with the performance. Some sort of give and take principle. Key characteristics of this leadership are contingent reward, and management by exception. Contingent reward pays for performance, those who are working well are paid well and those who are working satisfactory they are paid accordingly vice-versa. Performance is linked with the reward. This is temporary reward. This leadership has some extent dictator style. While interviewing he concludes reward is driving force here. There are some negative things associated with contingent reward which (James C. Sarros, 2001) have discuss. In time CEO just relate performance with dollar and forget about livings of organization, which is sure with mutual understanding of leader and the follower. In this box, leadership is restricted to material rather than creative output. Finally there are many other factors, which have significance, influence on the organizational performance, just material things are not one. The key factor of reward system is pay for performance, route setting, and self-confidence in the group. Management by exclusion is not handing over of management. Management has inherent confidence in performance of employees to complete the task assigned. Here management has no concern with performance beyond the requirement. They expect what they ask to the employees. There is very low level of exploration and excitement. People work traditionally and have routine work style. Finally, key feature of this are confidence in workforce, upholding of grade, ill coordination and not have self-belief.

As conclude Gary W. Ivey (2010) rate of transformational leadership behaviours bigger with rank, but rate of apparent and probable conditional incentive, and active management by exception leadership behaviours did not. Transformational and contingent reward leadership effects were not moderated by subordinate's expectation. The influence of apparent active management by exception leadership was moderated by subordinate's expectations. (Lim, 1997) Conclude the current resolution is not in favor of previous result regarding conditional strengthening as major transaction is disconnected behavior and it is disconnect from transformational practice. Therefore, contingent strengthening emerge as an observation element of the general practice of providing individual concern to subordinates.

Gender of the Leader

During current age females are largely enters into the field of leadership, conventionally which was not practicable. Brinia (2011) find that the gender, behavior and personality show the worth of leader character, the strong interaction and the communication ability of the male school leader. Eventually, the management skill and ability contain synchronizing management duties and exhibiting model behavior. It is noteworthy, that there have not been any additional factors that relate to the motivations, career expectations, and the relevant experience inflows. Many respondents say there is no unique distinction among male and female leadership in educational institution, more specifically when it comes to effectiveness. However, only some people said that female educational leader is extra responsive and exposed and more meticulous as well. According, to some other people female school leaders have exhibited good communication skills, while in some cases they have a lack of confidence and resistance owing to cultural and other social grounds. On the contrary, male school leaders are more hostile, confident and have good speaking skills. More specifically there is only one respondent who has an opinion that female are extra ordinary receptive, poignant, and bears good speaking skills. There are very few people having opinion that male have good decisions making skills and they always try to have creative and administrative responsibilities, on contrary female are not more concerned in taking on administrative and creative responsibilities. Altaintas conclude that female leader have additional influence to share the skills and expertise to leadership working as compare to male leader. Equally, male and female have group working, collective and celebrative leadership approach. Here females are more collaborative and group oriented style as compared to men leaders (Altıntas, 2010). The key motive behind is that female executives desire prove themselves extra dictatorial, isolated and autocratic regarding other in management positions. The findings are primarily associated with leader group association circumstance but relatively gender base style. These results furthermore show incline toward a female executives have extra masculine style. As Karsten Jonsen and Martha Maznevski (2010) conclude that why in many organizations, female leaders

are less than men leader. While exploration of the concept, it is exploring that the masculinity pigeonhole, exploring for genuine diversity among their leadership trait, style and ways of functioning. It is exasperating for organizations how diversification emerges and requires knowing what actions will be mainly effectual in generate transformation.

Job Satisfaction (Satisfaction with Leader)

Job satisfaction is sentimental situation, which relates to appraisal and assessment of any person's job. It may be positive, negative and neutral as well (Wikipedia, 2011). How people are happy, motivated, and satisfy from their work environment and job. Level of satisfaction will be a high, low etc. It is a qualitative phenomenon. Moreover, satisfaction with leader is how subordinates are happy and content from the manager and their executive. It may also have any level because it is psychological feelings of subordinate. As stated by (Arnold Anderson, 2011) Leader have deep effect on how his subordinates act and react while working. In any organization, excellent boss produce creative and affirmative work atmosphere and which will ultimately increase the teamwork. Here dealings of a leader have significant role. Leadership behavior have additional role towards his staffs' workplace contentment and satisfaction. Therefore, a leader has opportunity enhance morale of his or her subordinates. Leader with encouraging behavior will promote creative links to build up among all the employees. A good leader will inspire, promote teamwork, and morale of the employees. It is concluded (Daniel., 2011) there is relationship between leadership behaviour and its input to company's efficiency. There is clear proof leadership have impact on organization value and on mentors' satisfaction and performance.

Moreover, it is proved that transformational leadership more specifically has significant effect upon company performance and working environment. The study concludes that there is significant relationship among leadership and employee turnover intension mean leader behavior have effect on employee satisfaction with the executive. This study is conducted in the Taiwan (Hung-Wen Lee, 2007). After conducting interviews, it is conclude that female leaders are ready to accept stereotypical attributes of feminine qualities of leadership. In addition, desire a democratic, interpersonal style and transformational style relatively autocratic, task oriented and transactional leadership style. While their leadership styles give the impression to agree to large extent with the ordinary outlook at woman's style of leading. (Hui Wanga, 2011) Conclude that if workforce of any business has shared values, they have more idea to co-operate and act as a team with other. Which will in fact enhance organizational performance? The executive can stimulate employees for good performance and work hard to

achieve objective by using rewards and punishments. Here there is clear evidence that leadership style does matter in the job satisfaction.

Turn Over Intention

It is an intention to leave the organization. There are many reasons behind this extreme step. Sometimes these are individual's private issues and sometimes organization related issues. Some time due to unethical behaviour of the executives and leaders, people will leave the organization. And some time there are problems of pay and compensations regarding leaving of any organization. As stated (Robert D. Costigan, 2011) subordinates trust upon the direct leader or in organizational top management have highly influence upon turnover intentions of the employee. The greater part of the respondent was from different organizations, which ensure lesser risk of range restriction on the satisfaction with the leader variable. So the study is more reliable than the future studies which have explored the relationship between these variables.

Theoretical effort on leaders and satisfaction and ethics recommend that leader morale improvement influence the business moral environment (Marshall Schminke, 2005). Furthermore, the theoretical work recommends direct association among the leaders' moral values and the organizations climate. We proposed that this relationship would be moderated by the stability of the leaders' dealings with his morale enhancement; we forecast the resemblance between leader morale developments and employee moral development would influence employee attitudes. Key focus of the study was leader and subordinates relationship and employee turnover intention (Timothy D. Golden, 2008). There is important role of supervisory relationships in determining the dedication, performance, job satisfaction and turnover intention of virtual employees. In terms of organizational commitment and turnover intention, result proposes that there are downside and upside extensive work in the organization. Regarding upside work, employee who is hardworking virtual mode, having quality work association with their leader and executives has show increase level of organizational loyalty. On the other hand those who have least relationship with the supervisor, they are downside, and have low loyalty with the organization. From this literature, it is conclude that good work environment have very important and significant relationship effect on salesperson's level to indirectly influence on commitment with the organization and turnover intention of the employees (DeConinck, 2011).

This study explains influence of leaders and lower and middle staff's during their associations and dealing (Lars Glasø, 2006). Firstly, it is proved that sub-ordinate and leader are strongly related to the each other in the organization. Consequently, leadership is an expressively
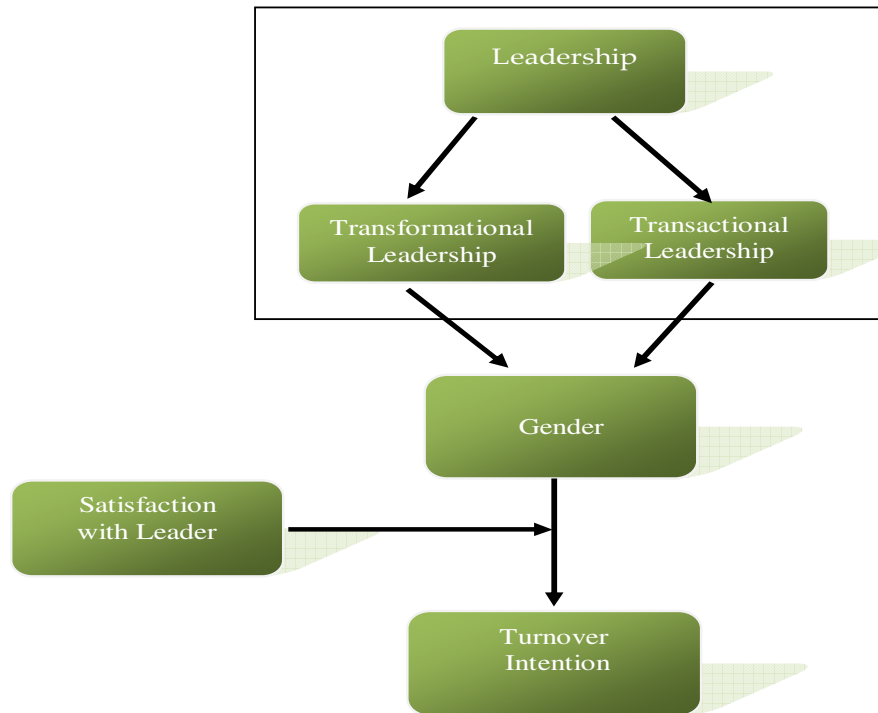
Figure 1 Conceptual Model

stimulating practice. There are different factor, which are related to the leader sub-ordinates relations. Which are vagueness, violation, irritation, and emotion laden based judgment and many more? Finally, it is important that leadership behavior have a significant effect on the voluntary employee turnover intention.

HI: Transformational Leadership will have a direct negative impact on voluntary turnover intention.

H2: Gender of leader in satisfaction with leader with mediates the relationship between leadership behavior (Transformational & Transactional) and voluntary turnover intention.

RESEARCH METHODOLOGY

The research design of this is hypothetical deductive approach. The questionnaire was distributed in Academic institutions, Islamabad. The target respondents of this study were lecturers, assistant professors and professors and using the (MLQ - Form 5X), Organizational turnover intent questionnaire and Gender effect on leadership. Sample: - we chose N=150 from different institutes. The respondents were asked to fill the questions accordance with their leader behavior and gender. Instruments: - we use (MLS) multifactor leadership questionnaire from the study of Bass and Avolio (2000) and turnover intention questionnaire from Cunningham (2007).

RESULTS OF THE STUDY

Reliability of variable was conducted for the verification of internal consistency of leadership behavior in (table-1). For the minimum consistency, all of subscales use cronbach between 0.70 and 0.96 (Tab- 1). From the table, leader (influence behavior, intellectual stimulation and inspirational motivation) shows that transformational behavior   =0.93 from the average of transactional behavior from 3-subscales (active management by exception, positive management & contingent reward). These internal consistencies become (=0.70). The internal consistency of satisfaction with their leader become (= 0.88). Internal consistency of gender accordance with their leader behavior is (= 0.72). Internal consistency of voluntary turnover intension was negative because of negative effect on individual decision for leave or stay in organization shows (= 0.96). After the interpretation of correlation of leadership behavior of transformational on voluntary organizational turnover intension (= -0.30, P < 0.01), as well as correlation of voluntary organizational turnover intension with transactional behavior is (= -0.33, P < 0.01), which shows that both transactional and transformation behavior have directly negative impact on voluntary turnover intension. Thus from these results, they support our fist hypothesis that transformational leader behavior have direct negative impact on voluntary turnover intension.

According to Baron inkenny (1986) if we want to test

Table 1

	Transformational	Transactional	Satisfaction	Gender	Volum
Transformational	-				
Transactional	0.70	-			
Satisfaction	0.79	0.70	-		
Gender	0.69	0.60	0.64	-	
Volume	-0.30	-0.33	-0.35	-0.37	-
Cronbachs	0.93	0.70	0.88	0.72	0.96
Mean	2.71	2.43	2.64	2.62	1.12
SD	0.74	0.56	1.05	1.13	1.13

($P < 0.01$)

Table 2

Variance	B1	B2	B3
Voluntary organizational turnover intension	-	-	-
Transformational leader	-0.320	0.579	-0.022
Transactional leader	-0.341	0.295	-0.156
Satisfaction with leader			-0.241
Gender effect leader			-0.230

mediator in what to see their effect on dependent variable. Then we have to use three steps analysis process.

In first step as analysis in table – 1 the (1.V) transformational and transactional leader behavior are analyze as treated as predictor variable and with effect of them on voluntary organizational turnover intension. As a dependent variable in their outcome. In this first step their direct effect was analyzed and shows directly negative relationship between I.V and D.V (B=0.320, $P < 0.01$), then we see transactional direct effect on dependent variable (voluntary organizational turnover intension) and results show that similarly negative effect comes out (= 0.34) , ($P < 0.01$).

Satisfaction with leader mediator variable in independent variable shows that transformational leader behavior in satisfaction has positive relation (0.579, $P < 0.01$) and similarly transactional leader behavior in satisfaction has positive relation (0.295, $P < 0.01$).

At the end in third steps I.V and mediators (satisfaction and gender) was treated as predictor variables on D.V (voluntary organizational turnover intension).

Results show that there is no significant relation between any I.V mediators as predictor on D.V (voluntary organizational turnover intension). The 3rd result shows that transformational leader in voluntary organizational turnover intension have no effect (= -0.022, $P = 0.84$) in transactional leader behavior in D.V values are (B= -0.156, P= 0.10), but there is significance found between satisfaction with leader in voluntary organizational turnover intension (B= -0.241, $P < 0.05$). Thirdly gender also have significant effect on voluntary organizational turnover intension (-0.230, $P < 0.05$).

Results of table 2 demonstrate the significant regration

coefficient of steps 1 and 2 for the direct effect of transformational and transactional leader style on each outcome variable, mediation was recommended in 3rd step, when the direct effect of transformational and transactional leader behaviours on (voluntary turnover intension) was not significant but significant for the effect of the mediator on voluntary turnover intension of employee. Thus, the results of this study support our hypothesis 1 and 2.

DISCUSSION AND PRACTICAL IMPLICATIONS

From the above all discussion it is concluded that gender of the leader has effect upon the voluntary turn-over intention of the employee from any organization. Though I have not conducted this research empirically, but there are many evidences from the literature regarding variable relationship and their effect upon each others. Transformational leader have more effect on the sub-ordinates commitment to the organization than transactional leader. As concluded (Janelle E. Wells, 2010) there is direct negative effect of transformational leadership behavior upon the voluntary turnover intention of the employee. It implicates that when leader will have transformational qualities and it will increase, than organizational voluntary turn-over intention will decrease. It is supported by the findings of the above study. Furthermore, he also proved same relationship and influence regarding transactional leader and turn-over intention. From all the literature it is also concludes that gender of the leader have also role upon organizational turn-over intention. From the literature we found that transformational leader have good and encouraging

relationship with the employees (Matin, Nakhchian & Kashani, 2013). If in the case, gender involves. It will also have good impact upon the employees not to leave their jobs and quit from the organization. Practical implication of this all the study is that it has capacity to implement in the educational organizations and other business organization as well. Leadership behavior has deep relation with the value able employees of the organization. Good leader have good impact upon the employees, and on the other hand bad behavior leader have negative impact. Satisfaction with leader has mediated effect in this study. In many organizations there are many problems exist regarding leadership, top management and other employees. Moreover, employees of an organization are the basic assets of the organization. So leadership and other employee's conflict exist. Furthermore, leadership and other staff compatibility are also required for the implementation of change in the organization. The transactional leader also has good impact upon the voluntary turn-over purpose. Leader who is obsessive regarding business visualization and vision also motivate employees to understand better vision and goal of the organization.

CONCLUDING REMARKS AND DIRECTIONS FOR FUTURE RESEARCH

Turnover, gender, leadership both transactional and transformational have meaningful relationship. However, from the literature support relationship of above variables are proved. Both transactional and transformational leadership have impact upon the voluntary turnover intention of the employee mediated by satisfaction with leader. This study has some limitations and directions for future research. First limitation is that this study was conducted in academic sector. It is suggested that the study may be done in some areas for example manufacturing firms, services organizations etc. The second limitation is that this study covered only two styles of leadership i.e. transactional leadership, transformational leadership. In future, some other leadership styles for example moral leadership may be studied.

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