

EFFECT OF LEADERSHIP STYLE ON JOB PERFORMANCE IN HOSPITALS OF KARACHI

Afsheen Fatima

Senior Lecturer, Iqra University.

Email: afsheen.fatima@iqra.edu.pk

Uzma Atif Jafri

Assistant Professor, English & Communication Studies Iqra University, Karachi.

Email: uzma.atif@iqra.edu.pk

Alia Faruqui

Senior Lecturer, Iqra University.

Email: alia.faruqui@iqra.edu.pk

Atif Aziz

Professor, Iqra University.

Email: Atif.aziz@iqra.edu.pk

Abstract

In today's competitive period, every organization is trying to excel its performance. To work in a highly competitive and fast changing environment there is a need of highly adaptive leaders that can encounter challenges and help their subordinates to face and tackle those challenges. Leadership is the process of one man influencing the group of people and directing them towards their goal. Organizations always strive for new strategies and approaches to lead their employees in order to manage and enhance their performance. The aim of current study is to examine relationship between transformational leadership style instrumental leadership style, transactional leadership style and Participative leadership style on job performance. The data were collected from the employees of hospitals by using the Survey method from the selected sample comprising 300 primary school teachers from renowned schools. Data collection was carried out through questionnaires and it was presented by SPSS. The major findings revealed that transformational leadership style instrumental leadership style, transactional leadership style and participative leadership style to employee's job performance of hospitals.

Keywords. Job Performance, Leadership Styles, Employee, Spss, Hospitals.

INTRODUCTION

Leadership is the process of one man influencing a group of people and directing them toward their goal. Organizations always strive for new strategies and approaches to lead their employees to manage and enhance their performance (Akber, Udhin, Wahyubi & Djastuti, 2018). In today's competitive period, every organization is trying to excel in its performance (Salman et al, 2024). To work in a highly competitive and fast-changing environment there is a need for highly adaptive leaders that can encounter challenges and help their subordinates to face and tackle those challenges (Masa'deh, Obeidat, Zyod & Gharaibeh, 2015). Leaders are the people who encourage, motivate, and direct their employees to achieve organizational goals. The term leadership has been the source of great interest for different researchers in order to find the right style for the right organization (Salman et al, 2024). An organization's performance depends upon the employees' performance. Leaders are the influencers that encourage the group of people to move in one direction which leads to achieving the organizational goal (Sougui, Bon & Hassan, 2015).

The history of leadership began from the beginning of the civilization. We have witnessed many inspirational leaders throughout history. Those who lead their people through difficult times (Malcalm & Tamatey, 2017). In the last fifty years, many leadership theories have been established. Since, the beginning of the evolution of industries, different leadership styles have been adopted by leaders throughout time to improve employees' job performance (Salman et al, 2024).

Currently, different multinational organizations are trying different tactics to get high employee performance and to reduce their turnover ratio. Adopting different leadership styles is one of the tactics. There are several types of styles that the organization's leaders follow. Leadership style varies from organization to organization and the nature of the job employees are performing (Kehindi & Banjo, 2014). Effective leadership style increases the motivation level of employees and their commitment towards an organization which leads to the high performance of the employees. Organizations continuously strive to find the best leadership style for their employees (Tamatey et al., 2017).

BACKGROUND OF THE STUDY

The healthcare sector itself is a huge industry that comprises hospitals, dispensaries, maternity centers, clinics, and laboratories. According to the GALLUP survey report (2015), there were 1167 hospitals in Karachi, 5695 dispensaries, and 733 maternity and child health centers. 67.4% of Pakistanis prefer private hospitals and clinics over public (Khalid & Abbasi, 2018). The private healthcare sector of Pakistan is considered to be more established and appeared to be in suitable state for employees to work in as compared to public sector (Salman et al, 2024). Hospitals are consisting of Doctors, nurses, surgeons, physician, human resource employees and pharmacists etc.

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According to a survey by WHO (World Health Organization), there are 7.8% doctors on 10000 patients. These facts and figures show limited resources and a lack of quality in the healthcare sector that leads to a higher workload and for patients, improper treatment that leads to dissatisfaction that will affect the employee job performance (Ali & Wajidi, 2013; Iqbal et al, (2024)). According to the survey (2016) Pakistan bureau of statistics, the no. of registered doctors in Pakistan is 175,223, registered dentists are 15,105, registered nurses are 15,106, the population per doctor is 1,073, and the population per bed is 1,593 (Hassan, Mahmood & Bukhsh, 2017; Salman et al, 2024)). If we further specify, there are 134 private and 31 public registered hospitals in Karachi. These surveys clearly depict the picture of the things wrong with the healthcare sector in Pakistan. Every aspect of the healthcare sector needs development. Excessive workload with the unavailability of facilities are leading employees towards fatigue, frustration, dissatisfaction, and demotivation resulting in low employee job performance that can affect the satisfaction level of patients towards their doctors and hospitals (Iqbal et al, 2024). Although there is a vast opportunity for improvement in healthcare, where hospitals need more resources and a better environment, they also need effective communication and suitable leadership. There is a need to examine the whole system to find out the root cause of the disturbance in the system (Khalid & Abbasi,2018; Iqbal et al, (2024)).

The healthcare sector is one of the most important sectors of Pakistan. The more effective this sector is in ensuring the healthy lifestyle and economy of Pakistan. Through studying several kinds of research, the one that looks like one of the main reasons for employee's low performance is the ineffective or unsuitable leadership style in the healthcare sector. like in every other organization, the human resource department is considered to be the backbone of any organization. And it is same with the hospitals (Bakhsh et al, 2024). Leadership has a huge impact on employee performance. They make sure that the organization is heading towards the right track to achieve their organizational goals. In hospital sector, patients' health and satisfaction are the two most important targets (Bakhsh et al, 2024). Therefore, in this research, the emphasis would be mainly on the hospitals of Karachi.

Currently, different organizations are facing difficulties in improving their employee's job performance. The problem may arise due to adapting a leadership style that is inappropriate for that particular set of people or organization. Leaders are responsible for formulating policies and goals of the organization and planning strategies and tactics to make employees follow them. (Arfeen, Aslam, & Mothi, 2015). leadership style varies from person to person and organization to organization. Therefore, there is a need to find the relationship between leadership styles because people only get motivated to perform their tasks well only under suitable leadership

(Aziz et al, 2024). The best leadership style can lead them to achieve high performance (Tahir, Tanveer, Faheem, Rahman & Saeed, 2017). According to Jing & Avery (2011), various organizations have different work forces due to the variance in work. Therefore, findings cannot be concluded for all sectors generally. The studies have been conducted mostly in developed countries. This research is based on Pakistan and therefore, cultural differences might affect the findings (Ghiasipour, Mosadeghrad, Arab & Jaafaripooyan, 2017). The nature of the work in the healthcare sector is different as compared to other industries. If an unsuitable leadership style is chosen it can create inefficiency and frustration among employees that can indirectly affect the patient's health (Ghiasipour, et al., 2017; Aziz et al, 2024). They cannot afford the chances of even a minor error as their life depends upon them. Therefore, there is a need to identify the effect of leadership style on employees that can lead the employees towards the betterment of the individuals.

LITERATURE REVIEW

Leadership can be defined as the influence that people have over others when they strive to make change through their direction, motivation, and influence to achieve their goals (Basit, Sebastian & Hasan, 2017). Leaders are expected to have the quality and capability to enhance employees' performance and their motivation level (Manzoor, et al 2023). It is now considered a crucial aspect of enhancing businesses as it can affect employees' performance positively (Chammas & Hernandez, 2019). According to Kalsoom, Khan & Zubair (2017), leadership is one of the qualities of managers that help employees to motivate and provide directions to achieve organizational goals.

HYPOTHESIS DEVELOPMENT INSTRUMENTAL LEADERSHIP STYLE AND JOB PERFORMANCE

According to Mulki et al., (2014), there is an indirect impact of instrumental leadership style on employee's job performance using satisfaction with supervisor as a mediator. Tahir, Tanveer, Faheem, Rahman & Saeed (2017) showed that there is significant positive relationship between instrumental leadership style and employee's job performance.

Going through the results from the previous studies that show the inconsistent results over all we proposed that:

H1: INSTRUMENTAL LEADERSHIP STYLE HAS A POSITIVE EFFECT ON JOB PERFORMANCE PARTICIPATIVE LEADERSHIP STYLE AND JOB PERFORMANCE

The research conducted by Salman et al., (2016) to find out the relationship between participative leadership style and employee's job performance by using work engagement as a mediating variable. The results showed that the participative leadership style encourages employees toward more work engagement which results in greater employees' performance.

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There is no significance direct impact of participative leadership style on employee's job performance according to Mulki et al., (2014) but has and indirect impact on through the mediating variable satisfaction with supervisor. Another study conducted by Lumbasi, O. K'Aol & A. Ouma (2016) found that participative leadership style has a very great and positive impact on employee's job performance. Tahir et al., (2017) showed that the participative leadership style has more impact on employee's performance than other style. By analyzing these results, we can propose that:

H2: PARTICIPATIVE LEADERSHIP STYLE HAS A POSITIVE EFFECT ON JOB PERFORMANCE TRANSFORMATIONAL LEADERSHIP STYLE AND JOB PERFORMANCE

Research by Kehinde A. et al., (2014) recommended that managers should use transformational leadership style for higher employee performance. The study Findings by Waqas (2012) approved that Transformational leadership style has a positive impact on employee's job performance. Malcalm & Tamatey (2017) show in their study that there is no noteworthy effect of transformational leadership style on employees' performance.

The results of the study conducted by Paracha, Qamar, Mirza, Hassan & Waqas (2012) showed that transformational leadership style positively impact employee's performance. According to Kalsoom, Khan & Zubair (2018) transformational leadership style somehow effects employee's performance positively. After concluding from previous researches, we propose that:

H3: TRANSFORMATIONAL LEADERSHIP HAS A POSITIVE EFFECT ON JOB PERFORMANCE TRANSACTIONAL LEADERSHIP STYLE AND JOB PERFORMANCE

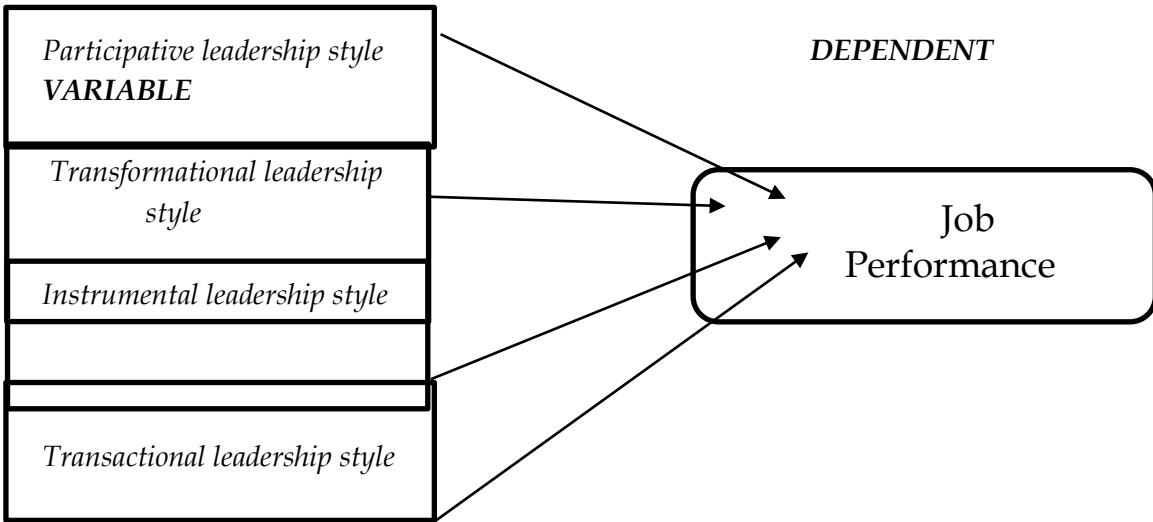
Research findings of Malcalm & Tamatey (2017) showed no significant result of transactional leadership style on employees' performance and supported their findings with the results of their qualitative research in terms of interview with the supervisors. Paracha et al., (2012) found that transactional leadership style has a significant positive impact on employee's job performance as the study conducted in the context of Pakistan.

Study conducted by Kalsoom, et al., (2018) showed that the transactional leadership style impacts employees' performance positively and recommended to focus on this style in Pakistan's FMCG industry. The results of previous studies show the significant impact of transactional leadership style on employee performance so we propose that:

H4: TRANSACTIONAL LEADERSHIP STYLE HAS A POSITIVE

EFFECT ON JOB PERFORMANCE

CONCEPTUAL FRAMEWORK INDEPENDENT VARIABLES



METHODOLOGY

In this section, the methodology of this study is going to be discussed. This section provides the details of the methods and procedures for data collection to data analysis. In the first section, the conceptual framework is discussed. The next section discusses the data collection method, population, sample size, and sampling techniques. After that, the next section covers the details of the measurement and analysis part of the study and discusses in detail about the software and measurement model will be used for analysis. It gives insight in to research procedures that are to be adopted for analyzing the data. The methodology adopted for current study is discussed in detail in following sections.

RESEARCH DESIGN

Research design is a strategy that helps in findings (Babbie & Mouton, 2006). One of the researchers defined the research design as a well-defined structure that outline the whole research process (Cox & Hassard, 2010). Several researchers are using and implementing different research design to perform analysis. The most known designs are comparative, longitudinal, cross-sectional, and case studies.

A cross-sectional research design has been used in this research to accomplish the objective of the study. The researcher relates two or three different clusters in identical constraints (Williams, 2008).

RESEARCH APPROACH

For this research, a quantitative research approach is adopted as the main objective of the study is to retest the existing research in a new context. Furthermore, the already developed constructs and instrument is used to collect data which is been used in previous studies.

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POPULATION

For this research, the potential population would be the employees of hospitals in Karachi. As per convenience, 5 hospitals were chosen as a target population. The exact population is unknown.

SAMPLING

According to Lind et al., (2008), a sample is the subclass of the whole population that represents the population. So, the results can be comprehensive for the complete population. The sampling method which is selected for this research is non-probability sampling due to the lack of knowledge about the exact size of the population.

SAMPLING TECHNIQUE

Convenience sampling is defined as the data collected from a population that is easily accessible (Lavrakas, 2008). For this research convenience sampling technique has been chosen to collect data from the employees of hospitals in Karachi.

SAMPLE SIZE

A sample size which is used was calculated using the Rao calculator which is 377 in which confidence level and error are assumed as 95% and 5%, respectively.

MEASUREMENTS OF VARIABLE

The questionnaire was distributed that was divided into two sections. The first section consists of the respondents' demographic information. The next section consists of the research questions which were divided into five sections Participative leadership style, Instrumental leadership style, Transactional leadership style, Transformational leadership style, and job performance.

DEPENDENT VARIABLE

To measure the dependent variable job performance, a questionnaire was adapted which was formerly used by (Tandoh, 2011). The adapted questionnaire consists of a five-point Likert scale consisting of close-ended questions having range from strongly Agree, Agree, neutral, disagree and strongly disagree. The questionnaire consists of 6 items.

INDEPENDENT VARIABLES

The independent variable transformational leadership style is measured by the questionnaire which was formerly used by (Asghar & Oino, 2018). The questionnaire total has ten items to measure transformational leadership style with 0.83 Cronbach. The adapted questionnaire consists of a five-point Likert scale consisting of close ended questions having range from strongly Agree, Agree, neutral, disagree and strongly disagree. The independent variable transactional leadership style was measured by the same questionnaire which was also used by (Asghar & Oino, 2018). The questionnaire has seven items to measure transactional leadership style with 0.74 Cronbach. The adapted questionnaire consists of a five-point Likert scale consisting of

close ended questions having range from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. The independent variable Participative leadership style was measured by a questionnaire which was formerly used by (Mulki et al., 2014; Manzoor, et al 2023). The adapted questionnaire consists of eight items which has a 0.92 Cronbach alpha value. The adapted questionnaire consists of a five-point Likert scale consisting of close ended questions having a range from strongly Agree, Agree, neutral, disagree and strongly disagree. The independent variable instrumental leadership style was measured by the instrument which was also formerly used by (Mulki et al., 2014). The adapted questionnaire consists of four items which has a 0.85 Cronbach alpha value.

DATA ANALYSIS

This section discusses the analysis of the statistical data that was collected from the employees of several hospitals. And with the help of Microsoft Excel, the responses were then exported to the software Smart Pls for data analysis. This section is divided into several sections. The first section of this section discusses the respondents' information. Then the next section discusses the measurement model that analyzes the reliability and validity of the data that was collected. The next section discusses the structural model for regression. The next part shows the results for multicollinearity. The next part shows the results of F-square and R-square. And then the next part will interpret the result of this analysis.

RESPONDENT PROFILE

The purpose of this research is to identify the effect of leadership style on job performance in hospitals. The demographic profile consists of gender, age, hospital name, income, and experience.

Table 1: Respondent Profile

Summary of Respondents	Frequency	Percentage
Gender		
Male	146	54.07%
Female	124	45.92%
Age		
20-25	12	4.5%
26-30	62	22.96%
31-35	123	45.5%
36-40	61	22.7%
40 and above	12	4.5%
Income		
20,000-30,000	12	4.5%
31,000-40,000	86	31.85%

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41,000-50,000	85	31.48%
Above 50,000	87	32.2%
Experience		
0 – 5	172	63.6%
6 – 10	85	31.48%
11 – 15	12	4.5%
More than 15	1	0.42%

The above table shows the percentage of demographic information that was part of the survey.

RESPONSE RATE

For this study, the sample size that was selected was 377. For this purpose, google forms are used and these questionnaires were sent via email to the employees of several hospitals. The required sample was 377 but questionnaire was sent to approx. 380 people from which 300 returned. Only 270 were useful and valid. Therefore, only 270 responses were taken for analysis. The following table will illustrate the response rate.

Table 2: Response rate

Response Rate	SAIFEE.H	IMAM.H	LIAQAT.H	AKUH	SIUT	Freq/Rate
Distributed questionnaire	78	85	54	89	74	380
Returned questionnaire	58	74	32	77	59	300
Returned & usable questionnaire	51	68	27	69	55	270
Returned & excluded questionnaire	7	6	5	8	4	30
Response rate (%)	74.36%	87.06%	59.3 %	86.5%	79.7 %	78.94%

(%)						
Response rate	74.36%	87.06%	59.3%	86.5%	79.7%	78.94%
Returned	58	74	32	77	59	300

DESCRIPTIVE ANALYSIS

Descriptive analysis gives the initial understanding of the statistical properties of the data. It includes mean, standard deviation, skewness, and kurtosis. Mean gives the average of data numbers while standard deviation measures the spread of data from its mean value. It is used to measure the asymmetry from the normal distribution in a group or set of statistical data analyses. kurtosis measures the data whether it is heavy-tailed or light-tailed in the data distribution.

Table 3: Descriptive Analysis

	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
PLS	.93995	-.193	.126	-.278	.252
TRLS	.95242	.303	.126	.257	.252
ILS	.97122	.628	.126	.054	.252
TRF	.94888	.202	.126	.181	.252
JP	.84015	-.004	.126	.430	.252
Valid N (listwise)					

Table 3 shows the standard deviation, skewness, and kurtosis values. The skewness value of all the variables ranges from -0.5 to 0.5 which shows that the spreading is nearly symmetric. Whereas the kurtosis value of all the variables is < 3 which indicates that all the research variables are short-tailed. Table 3 also depicts the value of the standard deviation of each variable. The standard deviation of PLS, TRLS, ILS, TRF, and JP is 0.93995, 0.95242, 0.97122, 0.94888, and 0.84015 respectively.

CORRELATIONS

Correlation is used to measure how variables are strongly associated or close. The correlation between two variables can be positive or negative. The negative correlation shows the opposite relation between the two variables on the other hand positive correlation shows the direct relation.

Table 4: Correlations

		JP	PLS	TRLS	ILS	TRF
JP	Pearson Correlation	1				
	Sig. (2-tailed)					
PLS	Pearson Correlation	.488**	1			
	Sig. (2-tailed)	.000				
TRLS	Pearson Correlation	.484**	.541**	1		
	Sig. (2-tailed)	.000	.000			
ILS	Pearson Correlation	.520**	.492**	.613**	1	
	Sig. (2-tailed)	.000	.000	.000		
TRF	Pearson Correlation	.496**	.462**	.613**	.561**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the correlations of research variables used in our study. it indicates that the highest value between TRSL and ILS and TRLS and TRF is 0.613 and the lowest value between PLS and TRF is 0.462. As mentioned above all the correlation coefficients are positive and nearest to 1 at a significance level of 0.00, which means that they have a significant and strong relationship with each other.

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REGRESSION MODEL

Table 5: Model summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.069	.128		8.375	.000
1 PLS	.204	.045	.229	4.510	.000
TRLS	.080	.052	.091	1.541	.124
ILS	.206	.048	.238	4.304	.000
TRF	.178	.049	.201	3.666	.000

Table 5 shows that all independent variables have positive beta values beta with 0.000 significance except TRLS which has the beta value 0.080 and 0.124 significance which is > 0.05.

Table 6

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.616 ^a	.380	.373	.66532	.380	56.448	4	369	.000

Table 6 depicts the goodness of fit that shows the strength of relationship among dependent variable (JP) and independent variables (PLS, TRLS, ILS, TRF). Here R-square has the value of 0.380 and adjusted R- Square has the value of 0.373.

DIAGNOSTIC ANALYSIS

The diagnostic analysis is used to check that statistical analysis has verified all the conditions for application.

RELIABILITY

The most common technique to check internal consistency is to calculate Cronbach alpha (Khalid, Hilman & Kumar, 2012). This method is used when the researcher uses a Likert scale questionnaire.

Table 7: Cronbach Alpha

	Cronbach's Alpha if Item Deleted
PLS	.829
TRLS	.801
ILS	.809
TRF	.814
JP	.829

This table shows the Cronbach value of PLS, ILS, TRSL, TRF, and JP that shows the internal consistency of the data. Here in the table, the value of Cronbach alpha of variables PLS, TRSL, ILS, TRF, and JP are 0.829, 0.801, 0.809, 0.814, and 0.829 respectively.

DISCUSSION OF RESULTS

The first hypothesis stated that the instrumental leadership style has a positive effect on job performance. The table 6 shows that the instrumental leadership style has a positive effect on job performance with p value 0.000 which is > 0.05 . therefore, our result supports the first hypothesis i.e. instrumental leadership style has a positive effect on job.

The second hypothesis stated that the participative leadership style has a positive effect on job performance. Table 6 shows that the participative leadership style has a positive effect on job performance with p p-value of 0.000 which is < 0.05 . therefore, our result supports the second hypothesis i.e. participative leadership style has a positive effect on the job.

The third hypothesis stated that the transformational leadership style has a positive effect on job performance. Table 6 shows that the transformational leadership style has a positive effect on job performance with p p-value of 0.000 which is < 0.05 . therefore, our result supports the third hypothesis i.e. transformational leadership style has a positive effect on the job.

The fourth hypothesis stated that the transactional leadership style has a positive effect on job performance. Table 6 shows that the transactional leadership style has no effect on job performance and statistics show the insignificance with p p-value of 0.124 which is < 0.05 . therefore, our result does not support the fourth hypothesis i.e. transactional leadership style has a positive effect on the job.

CONCLUSION

The main purpose of this research is to examine and find out the effectiveness of different leadership styles on job performance. For this purpose, four different leadership styles were studied and analyzed through.

The first objective is to examine the effect of Instrumental leadership style on job performance i.e., the H1. The results show the significant impact of Instrumental leadership style on job performance. Results also provides the evidence to the previous studies (Mulki et al., 2014; Saeed et al., 2018). According to Godshalk et al., (2007), by providing appropriate directions, delivering clear goals, and error free reward and acknowledgment system, employees show more satisfaction towards their supervisor which increases their performance.

The second objective of the research is to find out the effectiveness of the Participative leadership style on job performance which is the H2. The results show that Participative leadership style has a significant impact on job performance that provides uniformity with the results of previous studies (A. Ouma et al., 2016; Tahir

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et al., 2016). This consistency in results shows that the Participative leadership style increases job performance.

The third objective is to examine the effect of Transformational leadership style on job performance which is also the H3. The results show the significant impact of Transformational leadership style on job performance. This, also provides evidence of the consistent result with the past studies (Kehinde A. et al., 2014; Waqas et al., 2021; Zubair et al., 2018; Farooq, et al, 2023). According to Yulk (2006) in transformational leadership style, the relationship between leader and subordinate is beneficial for both.

The fourth objective is to identify the effect of Transactional leadership style on job performance. The study shows the insignificant relationship of this variable. the previous studies have already shown inconsistent results (Tamatey et al., 2017; Oino et al., 2018; Banjo et al., 2014; Farooq, et al, 2023; Salman, et al, 2023)). The research is being conducted in the Karachi region and according to Mitchelson et al., (2005), perception and impact of leadership ship style differ from culture to culture. and the culture depends upon the region. This research was conducted in the context of hospital sector and according to Martin et al., (2016) the implication and impact of transactional leadership style may vary from one situation and industry to another. Oino et al., (2018) argued that in this kind of style, the motivation is contingent under the reward and punishment system that will impact their job performance in a long run. employee's motivation be contingent on transactions (i.e. rewards and punishments) (Uddin, , et al, 2023) .

FUTURE RECOMMENDATIONS

Some recommendations are given below that might help in future research related to different leadership styles and their effect on job performance. To get further precise results in future research, the seven-point Likert scale could be used instead of the five-point Likert scale. The variable Transactional leadership style can be further studied with the combination of another variable to examine its impact on job performance as this variable showed insignificant results as compared to the past studies. In the future, it is recommended to use probability sampling for better and correct results. The variable Instrumental leadership style was less explored as compared to other leadership styles; it is recommended to examine this variable in a different context. It could further be explored in different contexts with different combinations of variables. Demographics and geographical differences play important role in the study. It might change the results of the entire research if it can be conducted in different regions. Therefore, it is recommended to conduct this research in different regions of Pakistan.

The main objective of this research is to examine the effect of different

leadership style on job performance in hospital sector. for this purpose, the research aimed to examine four different leadership styles and their impact on employee's job performance. The four leadership styles are Participative leadership style, Instrumental leadership style, Transformational style, transactional leadership style. Initially, the research started with the gap analysis, reviewing previous literature, creating a hypothesis, and then implementing a methodology for analyzing data and attaining results to achieve the main objectives of this research. The first objective was to find out the effect of Instrumental leadership style on job performance. The result shows the significant effect on job performance that fulfilled the first objective. The second was to examine the impact of the Participative leadership style on job performance and the results show a significant relationship. The third one was to examine the effect of Transformational leadership style on job performance. The result shows a positive relationship between transformational leadership style and job performance. The fourth objective was to find out the relationship between Transactional leadership style and job performance but the result shows an insignificant relationship between the variables.



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