



## Effectiveness of Leadership Styles and Performance Appraisal on Job Satisfaction: A Systematic Review

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### Abstract

Secondary school education plays a vital role in the development of socio-economic growth of the countries. To achieve this objective, it is necessary to adopt a supportive leadership style by the education leaders for the satisfaction of employees. The major objective of this study was to find out the effectiveness of leadership styles and performance appraisal on job satisfaction of teachers. The study was based on quantitative and correlational research design. The population of this study was public secondary school teachers from Bahawalnagar whereas, 313 respondents were selected as sample of this research through simple random sampling technique. The data was collected by using questionnaires. Statistical Package for Social Sciences (SPSS) software was administered to analyze the research objectives. The results revealed that there was a positive and significant relationship between leadership styles and performance appraisal with job satisfaction. Moreover, leadership styles have a more significant effect on job satisfaction as compared to performance appraisal. Significantly, this research has an advantage for the advancement of the teaching learning process through innovative approaches.

**Keywords:** Leadership Style, Performance Appraisal, Job Satisfaction, SSTs

### 1. Introduction

Leadership is an opportune with first-rate to learning organization of which employee is agreeable to his/her thoughts toward the advancement of organization. The management fashion within an institute repeatedly guides toward elevated profession displeasure amongst employees (Balogun, 2010; Karabina, 2016). Bhatti et al (2012) renowned that individuality of leadership makes easy undo administrative styles, take note to clique, congratulate, pin down disapproval with help the community to outshine within their errands. Omeka and Onah (2012) maintain to, self-government, equivalent contribution, discipline in addition toward participative management is characteristic of transformational guidance.

Moreover, in the modern era organizations provide energetic support and a good environment to work performance for the better attainment of the setting goals and aims (Dessler, 2013; Khalid et al., 2015). Thus, appraisal performance involves the assessment of work out behavior by organization at the end of academic year. It reveals the routine performance characteristic of leadership at workplace (Wahjono, 2015). DeNisi and Smith (2014) posited as prearranged that recognize in evaluate the routine work of the employees and get better performance opportunity for coming years as compared to present performance. Performance appraisal responds to various issues during job hours within passage of time.

Occupation fulfillment is posited because worker person admiration, accomplishment with success at work. It is worker-affecting comfort through a corresponding association to soaring output on occupation. work fulfillment causes a result of first-class position demonstrate by the employees towards a quantity of explicit work by work proficiently. However, satisfaction work of educator be input reason used for the thriving learning and training development with the achievement of students (Naseem, 2018). Dave and Raval (2014) posited that occupational fulfillment too connotes interest happiness with independence on workplace. Consequently, Al-Smadi et al (2015) individual feeling to fulfillment, which guide toward success of additional aim during work such as help, income, by appreciation live solution embryo of profession fulfillment. equally, motivation on work within idiom of superior income worker traditional establish the point toward occupation fulfillment rank of individual then on the way to employment work position (Bojadjev et al., 2015).

It is apposite toward communication to, profession fulfillment when a thought state feeling of employee toward work (Bakotic & Babic, 2013). Accurately, a signal of unconstructive behavior begins employees to occupation hypothesize career disappointment, whilst encouraging manner of worker toward their responsibility summit on the road to occupation fulfillment (Tariq et al., 2013). occupation gladness be serious during attract with preserve well-qualified specialized staff within an instructive group (Cho & Perry, 2012). This is a positive opinion during educational institution like school somewhere prudence, professionalism with exactness be exceedingly vital (Baah & Amoako, 2011). victorious development is claim resting on employees' work happiness which be a prime commitment of a few schools' organization (Mustapha, 2013). During examination of this, McBride (2014) declared to profession fulfillment entails employees inside manner toward an employment, umpire lying on delineation among beloved incomes with genuine returns. Mustapha and Zakaria (2013) contend that work fulfillment necessitates loads of thoughts counting workers' stance base resting lying taking leave a difference of extrinsic with essential occupation elements.

#### 1.1. Research Objectives

1. To find out the relationship between leadership styles and job satisfaction.
2. To identify the relationship between performance appraisal and job satisfaction.

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3. To evaluate the effect of leadership styles on job satisfaction.
4. To find out the effect of performance appraisal on job satisfaction.

## 2. Literature Review

Leadership is the capability toward the path to inspire and encourage people just before be passionate to gain activities planned for at accomplish objective as design to be implemented (Avolio et al., 2009; Germain, 2012). Leadership is the service finished by a big name by all the talent they contain regulated for impact, provide guarantee, director with drive persons as a result that they want toward work among passion and self-confidence within complete the determination of the organization (Machumu & Kaitila, 2014). Leadership is a way to gain combined purposes. The leader adopts the different kinds of leadership styles according to the various situations for the successful completion of organizational objects. To achieve this purpose the leader provides confidence, motivation, predictive work environment, attractive salary and compensation (Northouse, 2015; Bolman & Deal, 2017).

Northouse (2015) assumed management for a development whereby an entity guides populace toward accomplishing the intend as well as objectives. Management because inspiring the people lying on the technique to member constraint location during an organization arrangement from first to last common attempt during realize cooperative work with dream. Management is too expression while the capability through which and personality pressure the citizens toward accomplish their purpose within the technique to is together consistent with consistent (Hui et al., 2013). Adegbesan (2013) famous for vigorous contribution prudence, equivalent designation of work, responsibility, plus be transformational standards, which transformational privileged employ toward work absent their transformational larger than their plants. Machumu and Kaitila (2014) challenge to an ingredient on identical everyday works inside the populace in the association, looking designed for in favor of organization thoughts, secondary component happening commission freedom, impartiality within the organization is ingredient of the meaning of transformational privileged. The researchers correspond through the variety of essential explanations of leadership, which connotes principal collection of populaces on the way to an ordinary aim. Olowoselu et al (2016) itemize liberal, Transactional and Transformational because the three conventional guidance approach and Transactional organizer which is essentially distinguish because transactional.

Adele (2014) quarrel that accommodating control method is apparent because uncomplicated through populace through face because deficiency of power. Okeke (2014) maintain to, privileged of such group construct refusal sign of power used for the community. in its place, the vegetation be accountable designed for administrative within the organization. An organization somewhere nonjudgmental leadership approach is he perform; the manager delegates the errands within organization. Reynolds (2013) suggested vital characters to managers ought to encompass within every condition with situation. These be: confront the position of relationships; coherent an apparition along with work; succeed obligation toward the hallucination along with work; Do the accurate mania. Okeke (2014) extra add to facilitate, correct leader completes not acknowledge possessions while they are they enquire as well as insert charge route in favor of the obtainable involuntary they predestined. in addition, fine train leaders are prepared to obtain excellent hazard used for the discipline accomplishment. This be capable of exist completed from end to end converse this apparition within a technique that construct brains as well as plausible to subsidiary. Transactional manager formulates policies that spring on top of every one personnel below his control direction (Upreti, 2016).

To be inclined to encompass whole organize resting taking place the nation. Aina (2012) posited to, guideline, sanction, organization be all attribute of a transactional organizer. He thought too, they be apt to have toward whole organize resting lying on the populace. Saleem (2015) emphasize to, responsibility of transactional management consists of endorsing ruling with system taking position the faction in favor of commission success. Shila and Sevilla (2015) quarrel so while to obligation toward dispense everyday works with hold to leader's directions is accountability of faction in transactional management background. Murage and Kibera (2014) challenge organization by great employment strength through instance supervision, appoint innovative employee, inadequate occasion used for managerial are proper used for transactional leadership technique.

Performance appraisal is considered as measurement box which evaluates the individual performance under setting standards (DeNisi & Smith, 2014; Nadeem et al., 2022). While several administrations carry on utilizing familiar with individual performance appraisal performs to style reward results, there is suggestion to goals performance appraisal observes a gradually common in the current times. performance appraisal as the appraisal of a personality effort with the leading goal of external at purpose employee's results. It is also deliberated as the procedure of obtaining, evaluating as well as record in sequence that turns around the comparative worth of the worker to the organization (Cardno, 2012; Hackam et al., 2013). These receipts complete the intended communication between an organization's supervisor and workers in which the previous calculate the performance of the final. One of the leading objectives in this situation is the sympathy of assets and faintness that form the basis of mentioning actions for enhanced worker show (Behrstock et al., 2013; Grierson & Woloshyn, 2013).

It can be completed as of the different explanation under the four kinds on top of that the thought of work satisfaction include a variety of characteristic of individuals' emotional leaning and the environmental situation that might give satisfaction. It relates to the responsibility observe contained by discipline and desire outcome

deliberate throughout awareness. Lambert et al (2002) who continue that teacher approval is an arrangement of what they require as of their specialized work and what they essentially increase from it. The attention may observe that reproduce workers to the institution. The earlier research introduced multi features of the growth of work satisfaction. This view was recognized by many researchers (Okaro et al., 2010; Usop et al., 2013;). Additionally, it has been seen that a satisfactory employee performs well and is loyal to the committed organizational objectives. further, the organization does best for the satisfaction of their staff (Warr & Clapperton, 2010). To move forward, satisfaction is closely related to the reward for an employee during service (Akhtar et al., 2010; Klassen et al., 2010). Satisfaction mostly moves around the social and economic needs of the work performer, also recommended the three mains imperious: protection, abrasion and nonappearance.

Warr and Clapperton (2010) stressed on the defense and abrasion of environment and ethos of an organization, the hire compare themselves with another institution according to the existing values towards occupation gratification. Monyatsi (2012) agreement plays pious role in the development of institution. Additionally, it is mentioned here that satisfaction of employees would be a priority. It has been seen that the satisfied teachers perform best, more fruitful and loyal to institution. Educational organization focused on the improvement of the skills of their employees that plays vital role in the development of the institution (Griffin et al., 2010). Job satisfaction played an important role in the development of institution and made skillful the students. Additionally, it has been seen that th satisfied employees perform well for the development of an organization and loyal to their institution to be grown while on the other side the dissatisfactory employees do not perform according to the commitment (Klassen & Chiu, 2010).

### 3. Methodology

This research is based on quantitative methods and correlational research design. For this research the public secondary school teachers were administered as population from Bahawalnagar and 313 respondents were selected as sample through simple random sampling technique. Whereas self-administered questionnaire was administered for collection of data by applying survey method. The dimensions included in leadership styles were transformational leadership, transactional leadership and laissez-faire. The dimensions included in performance appraisal were collaboration, discipline, interpersonal relationship, teaching skills and managerial skills. Whereas the dimensions included in job satisfaction were pay, promotion, recognition, growth work itself. The Cronbach's Alpha was administered to assess the reliability of tool which was more than 0.7 (Nunnly, 1978), face and content validity was also assessed with the help of experts. SPSS was computed to analyze the research objectives.

### 4. Data Analysis

**Table 1. Descriptive analysis**

<b>Statements</b>	<b>M</b>	<b>SD</b>
Transformational	3.41	.99
Transactional	3.63	.97
Laissez-faire	3.64	.95
<b>Leadership Styles</b>	<b>3.56</b>	<b>.97</b>
Collaboration	3.26	.96
Discipline	3.13	.98
Interpersonal relation	3.21	1.00
Teaching skills	3.22	.95
Managerial skills	3.44	.93
<b>Performance Appraisal</b>	<b>3.25</b>	<b>.96</b>
Supervision	3.36	.99
Work itself	3.30	.99
Recognition	3.42	.96
Growth	3.26	.97
Salary	3.64	.95
Promotion	3.45	.94
<b>Job Satisfaction</b>	<b>3.40</b>	<b>.96</b>

To evaluate the level of secondary school teachers about study variables. Statistical outcomes demonstrate that the overall mean of leadership styles was 3.56, performance appraisal 3.44 and job performance 3.40. It means the participants agreed about all the variables of study.

**Table 2. Relationship between leadership styles and Job satisfaction**

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Transformational Leadership	1			
Transactional Leadership	.363(**)	1		
Laissez-faire	.479(**)	.388(**)	1	
Job Satisfaction	.436(**)	.354(**)	.378(**)	1

**Significance level < .05**

For the evaluation of the correlation between the variables of the study (leadership styles and job satisfaction) it was administered Pearson Correlation. The results of inferential statistics indicated that there was moderate and positive relationship between leadership styles and teachers' work satisfaction with r value= .436, .354 and .383.

**Table 3. Relationship between performance appraisal and Job satisfaction**

Variables	CO	DI	IR	TS	MS	JS
Collaboration	1					
Discipline	.351(**)	1				
Interpersonal Relations	.469(**)	.440(**)	1			
Teaching Skills	.430(**)	.369(**)	.271(**)	1		
Managerial Skills	.389(**)	.330(**)	.395(**)	.379(**)	1	
Job Satisfaction	.409(**)	.379(**)	.333(**)	.340(**)	.311(**)	1

**Significance level < .05**

For the evaluation of the correlation between the variables of the study (performance appraisal and job satisfaction) it was administered Pearson Correlation. The results of inferential statistics indicated a positive association of these variables with r value= .409, .379, .333, .340 and .311.

**Table 4. Relationship of leadership styles and performance appraisal with Job satisfaction**

Variables	LS	PA	JS
Leadership Styles	1		
Performance Appraisal	.392(**)	1	
Job Satisfaction	.389(**)	.354(**)	1

**Significance level < .05**

For the evaluation of the correlation between the variables of the study (leadership styles and performance appraisal with job satisfaction) it was administered Pearson Correlation. The results of inferential statistics indicated that there was moderate and positive relationship between leadership styles and performance appraisal with teachers' job satisfaction with r value= .389 and .354.

**Table 5. Effect of leadership styles on Job satisfaction**

DV	Factors	St. Er	Beta	t	Sig
Job Satisfaction	Transformational Leadership	.069	.521	7.53	.00*
	Transactional Leadership	.059	.344	5.77	.00*
	Laissez-faire	.052	.251	4.79	.00*

**Dependent Variable: JS**

To determine the effect of leadership styles on work satisfaction of teachers. The results of inferential statistics indicated a moderate effect of leadership styles on teachers' job satisfaction with beta values of .512, .344, and .251 respectively.

**Table 6. Effect of performance appraisal on Job satisfaction**

DV	Factors	St. Er	Beta	t	Sig
Job Satisfaction	Collaboration	.075	.471	6.31	.00*
	Discipline	.050	.429	8.52	.00*
	Interpersonal Relations	.050	.244	4.88	.00*
	Teaching Skills	.063	.351	5.60	.00*
	Managerial Skills	.049	.233	4.69	.00*
Job Satisfaction	Leadership Styles	.060	.372	6.03	.00*
	Performance Appraisal	.057	.345	6.00	.00*

**Dependent Variable: JS**

To determine the effect of performance appraisal on work satisfaction of teachers. The results of inferential statistics indicated that there was a moderate and positive predictor of performance appraisal on teachers' satisfaction with beta values of .471, .429, .244, .351 and .233 respectively. Moreover, it was a moderate and positive effect of leadership styles and performance appraisal on job satisfaction with beta value of .372 and .345 respectively.

## 5. Conclusions

To conclude the above discussion one can, say that the secondary school teachers agreed on the variables of research work such as leadership styles, performance appraisal and work satisfaction. Further, there was a positive relationship of leadership styles and performance appraisal with work satisfaction while leadership styles had more positive correlation with work satisfaction than performance appraisal. Furthermore, there was a positive predictor of leadership styles and performance appraisal on work satisfaction whereas, leadership styles had more positive predictor on satisfaction as compared to performance appraisal.

## 6. Discussion and Recommendations

The aspire of this investigate toward revise the association among discipline management approach, inspiration feature presentation evaluation with employment happiness between inferior discipline teachers in Pakistan. This subdivision in attendance connected writing lying resting on which the learn at bottom. The purpose of episode is to evaluate the writing with make sure to the method in work to this investigate compare the relations among school management loom, inspiration thing presentation evaluation with work happiness amongst resulting teacher in Pakistan. The plan of this interval is to evaluation writing resting on top of thought of organization of education in Pakistan. It also reviews literature relating to leadership styles, motivation factors, performance appraisal, and occupation contentment toward recognize question that might present a structure direct to position opening within the writing with show how these hypotheses assist toward shut a few of these opening and extend a structure toward assist in respond the investigate inquiry. This investigates place elsewhere toward appreciate the relations between administration tactic, motivation problem demonstration appraisal' with profession desire amid less important discipline teachers in Pakistan. present is a substantial cadaver of information commerce by management approach, inspiration aspects and presentation evaluation, and secondary school teachers' occupation happiness.

The importance of the study positive worth to guidance and instructions of teachers. The consequence motivation exists constructive towards discipline leader during meticulous intended for sympathetic the school management approach and performance appraisal which resolve improve occupation contentment of teacher in the school. The results are fruitful for all secondary school leaders working within the school environment and supervising the management. Further, the result shows that the teacher can put the education design in investigation to be revised in education. This led the research to move around the three-management approach: transformational, transactional and laissez faire, are secondary school division skull are by the basic reply to this question. On behalf of this research, it was suggested that that still are various variables which need to be investigated to do the best job performance.

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