

## Impact of Transformational Leadership on Job Performance Goal Orientation as Moderator and Job Satisfaction as Mediator

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### Abstract

*Employees' job performance is very important in organizations as it ultimately improves the organizational performance. This study examines the influence of transformational leadership on employees' job performance. Furthermore, the research examines the moderating influence of goal orientation on the association of Transformational leadership and Job satisfaction of employees. Social learning theory recommends that transformational leaders use their brainwaves on employee's behavior primarily using role modeling. Therefore, role modeling becomes the source of learning for employees which is very significant on the way to exhibit better performance while feeling more satisfied on job. This study also examines Job satisfaction as mediator in the relationship of transformational leadership and job performance. Data was collected from 230 respondents from different organizations of Rawalpindi and Islamabad in Pakistan. Results show that transformational leadership positively affects job performance. Additionally, we find that the relationship between job satisfaction and job performance is positive. The result also describe that partial mediation exist between transformational leadership and job performance or moderator cannot exist between transformational leadership and job satisfaction. The study may helps organizations to know about how they should train their managers to be ready for taking new ideas from the employees working under them, they should let never down their subordinates and showing trust in them.*

**Key Words:** Transformational Leadership, Job Satisfaction, Goal Orientation, Job Performance, Social Learning

### Introduction

Any extraordinary action or success accomplished by a leader occurs with the active involvement and support of someone else. Leadership is not a one person act. It is a team effort by the leader and his followers. Collaboration between the two parties is therefore essential ability for achieving and sustaining high performance (Kouzes & Posner, 2014). Leaders have to be compelled to take a proactive role in making a positive context and organization for cooperation and collaboration. A leader has to assign tasks to each team member in order that he contributes to a singular task for the ultimate outcome to succeed. Changes within the business atmosphere and manpower resulted within would like leaders to become more transformational and fewer transactional (Bass, 1999). Transformational leadership implies that followers exceed agreements and expectations within which the leader-follower relation goes any other than with the transactional leadership wherever the economic exchange so as to meet self-interests within the foreground. This review focuses on the employee's performance and his motivation, determined by transformational leadership vogue. However, there

has been no try as of nevertheless to check linkages considering the idea of motivation as negotiator between transformational leadership and individual performance. This study is with purpose of understanding the effects of transformational leadership on job performance through job satisfaction and how goal orientation moderates.

### Literature Review

While there is much literature on the area of leadership, this study focuses on Bass's conceptualization and dimension of leadership. Bass (1999) was one of the leading researchers of leadership studies who classified leaders such as transactional or transformational. He recommended that transformational leaders showed "more leadership performance". Further definitions of transformational leadership have been recommended by Avolio, Bass, and Jung (1999), who defined transformational leaders as being magnetic and powerful in their capability to make employees organize more than what was anticipated of them at work. Similarly, Seltzer and Bass (1990) declared that transformational leaders directed by inspirational and encouraged their assistants to use original methods to resolve problems. Such leaders are skilled of having thoughtful and unexpected impacts on persons by causing changes in the views, the wants and the standards of groups, so admirers can develop leaders themselves .

Modern period organizations are in a continuous state of change, hence the management of idealistic leadership is vital to the achievement of any business. According to Jones and Harter (2005), "engagement leads to social benefits for the individual feeling it," and later managers are most likely to have daily interaction and effect over the subordinate, they are also most significant to the conversation of leadership because of their capability to effect employees to stay encouraged and involved at work. Also, there is an extensive bias to observe leaders as fundamental agents who shape events, reasonably than as being formed by them (Dvir & Shamir, 2003, p. 327). Most frequently, standing at the helm motivating these organizational changes and occasions are extremely transformational leaders (Lim & Ployhart, 2004).

Job is one of the most important aspects of people's life in the highly economical corporate environment. Later, individuals expend almost of their waking times at effort, worker job satisfaction achieve more attention in their functioning lives. Therefore, job satisfaction plays an important part in effective work. In agreement with that manipulating issue of job satisfaction, a large amount of contracts is necessary to handle the prosperity of our culture . Consequently, job satisfaction, as a significant theoretical idea, has been general in inclusive variety of fields such as social consciousness. According to MacMillan (2012), job satisfaction is an important matter in administration of organizations, and it is leading signs of how strong a society is. Therefore, organizations give more attention to the issues of job satisfaction. Satisfaction of employees is necessary for administrations. Then, happy workers participate in effectiveness and long-term achievement of administrations. The efficiency and production of an organization rely on its worker and "a cheerful employee is an operative one".

Previous literatures describe the two types of job satisfaction: general satisfaction and specific satisfaction. General satisfaction is a complete assessment for the job. Specific satisfaction refers to the evaluation of different job features . Job satisfaction consider as general approach of worker (Lussair, 2005) but, some other researches return employees' assessments on each detailed feature of their effort, opposite from the general description (Zhu, 2013). Weiner (2000) described that job satisfaction is reliant on the environment of the work himself, which is combined with job experiments, independence, ability, and job opportunity. There are several concepts trying to clarify job satisfaction

in the works, among these philosophies, conspicuous ones are separated into two types: content theories and process theories. Content theories classify reasons noticeable to job satisfaction or dissatisfaction and advice that job satisfaction come real when servants' need for development and self-actualization are happened by their work. Process theories try to define the communication among variables for job satisfaction and clarify job satisfaction by observing at how well the job sees one's hopes and morals. Both of two theories individuals have been discovered by numerous academics.

Goal Orientation (GO) is a philosophy to deliver an outline for accepting changes in managers' attitudes towards office education and self-directed learning methods (Dweck, 1988). GO defines persons' comparatively unchanging preferences for attainment goal recreation approaches. GO effects more exact learning goals and self-directed learning policies (Brett, 1999), and forecasts fulfillment consequences outside other forecasters such as mental capability (Mathieu, 1996). GO scopes have been connected to numerous optimistic learning consequences in informative and organizational preparation environments, containing the propensity to set learning goals , determination and strength (Dweck, 1988), the usage of multifaceted learning plans (Ford, 1998), and academic performance (Church, 2001).

Most of the study on GO has occupied place in proper educational or preparation settings somewhere there are clear learning purposes. However, goal orientation is expected to be as appropriate to informal supervisory education). Later on, the scholars established two kinds of goal orientations known as mastery orientation and performance orientation. Mastery orientation is described by an individual's wish to recover his or her skills and directing the tasks he or she achieves for his or her own advantage. An individual who is mastery focused on is more concerned with the understanding he or she has on the task at indicator than on seeming superior to his or her peers. Performance orientation is considered by an individual's want to attain a positive assessment of his or her present capabilities and performance from others. An individual who is performance oriented has a strong desire to appear superior to his or her peers. Past research has exposed that performance orientation should be distributed into two isolated divisions: performance-approach and performance-avoidance (Anderman, 1994).

Performance can be perceived as a single group or organizational task presentation. Organizations have a vital requirement to recognize how to increase employee's performance, and consequently they attempt to discover a clarification as to why staffs fail to achieve (Muchinsky, 1993). Employee performance can be described as a worker capability to achieve tasks allocated to him or her in a structural background (Arvery, 1998). Motowildo (1997) stated that performance is an action with evaluative features. This definition is reliable with the main approaches used to extent job performance, specifically performance scores from supervisors and aristocracies (Newman et al., (2004). One additional component of performance is that the actions must be applicable to the aims of the association (Campbell, 1993). There are many reasons that affect the level of performance. (Korman, 1971).

## **Theoretical Framework and Hypotheses Development**

### ***Transformational leadership and job performance***

Studies describe that transformational leadership influences the team cohesiveness. Unit efficiency and managerial learning compare to other major leadership theories (Boerner et al., 2007). Previous researches described that positive and significant relation exists between transformational leadership and job performance (Bass et al., 2003). Social learning theory delivers an inclusive model clarifying how leader influence the job performance. Social learning theory recommends that transformational leader

use their inspiration on employee behavior primarily using role modeling. Therefore role modeling deals to employee the source for learning those behaviors which are important to display well on job. Transformational leadership forms the behavior of admirers by inspiring them to achieve performance beyond hopes by altering their attitudes, opinions and morals as opposite to simply gaining compliance. It helps to bring valuable and positive changes among the followers by exhibiting the role model characteristics, providing intellectual motivation and showing individual concern for the followers.

**H1:** *Transformational leadership is positively related to job performance.*

### **Transformational leadership and job satisfaction**

Transformational leadership designs decrease work burdens and increase servants' assurance causing in inspiring their job satisfaction. Job satisfaction is the degree of liking or disliking the job by employees. Medley and Rochelle (1995) recommended that this kind of leadership shows a vital role in job satisfaction predominantly the transformational leadership which affected job satisfaction the greatest. Certain assistants consider that there are positive qualities that a leader should have to create job satisfaction between employees, such as firmness and ambiguity of vision. So admirers have to share their organization's dream and try to understand actual transformational leadership and their principal concern should be the realization of organizational aims fairly their individual special happiness (Hater & Bass, 1988). Transformational leaders tend to create a working environment with satisfied and motivated employees (Bass et al., 2008). Social learning theory helps the leader to build a strong relationship with subordinates. Loyal associate connections are powerfully related with better role perceptions, increase job satisfaction and participation, and lead to better commitment to one's organization. On the reverse, colleague behaviors are also linked to withdrawal 2 behaviors, such as absenteeism, turnover intent and overall decrease in power (Bandura, 1977). Brown and classmates take a social learning perception to suggest that leaders assist as role models and use rewards and punishments to encourage moral behavior. Therefore we hypothesize:

**H2:** *Transformational leadership is positively related to job satisfaction.*

### **Job satisfaction and Job performance**

Many researchers stated that there exists a positive relationship between job satisfaction and job performance, and so long time was devoted to conclude "why" job satisfaction would lead to higher performance (Lawler, 1967). Researchers described that there exists a temperate association between job performance and job satisfaction (McShane, 2010). Researchers supported this concept and described that when performance is related to appreciate rewards then job performance depend on job satisfaction. Extraordinary performers are happier than lower performers who obtain lesser prizes (Strauss & Griffin, 2012). Job satisfaction also affects employee motivation but not continuously influence job performance somewhere workers do not have a lot of mechanism over their work productivity. When learning the association between job satisfaction and job performance, it is significant to do so at the surface level, since it is reasonable that due to the multidimensional environment of job satisfaction and job performance, there are diverse relations among aspects/measurements of performance and aspects/measurements of job satisfaction. Social learning theory develop positive attitude of employee toward their job and encourage social learning that result in positive workplace outcomes (Bandura 1977).

**H3:** *Job satisfaction is positively related with job performance.*

### ***Mediating Role of Job Satisfaction***

Job satisfaction indicates the positive and satisfying expressive state individually to employees' involvements at the workplace (Rainey, 1997). The relationship among transformational leadership and job satisfaction is well established in literature. However, in these studies, satisfaction and performance were examined separately (Judge, Thoresen & Bono, 2003). That study ignored a desire factor (Job satisfaction) as a possible mediating instrument to check the results of transformational leadership on employee job satisfaction, and job performance leadership (Riketta, 2008). Furthermore, it is claimed that workers who are happy with their jobs perform better and desire to stay related with the organization. A satisfied employee puts his/her energy to improve job-related performance. Another study use work satisfaction as a mediator between transformational leadership or group performance and results specify that mediation influence was strong but significant only at 10% because of limited team member. Social learning theory supports the positive attitude among leader and employees which means leader's positive behavior toward employees and employee positive behavior toward job.

**H4:** *Job satisfaction mediates the relationship of transformational leadership and job performance*

### ***Moderation of Goal orientation***

Goal orientation of employees is an individual effort to improve the ability and authority of as well as understanding and mastering something new . Social learning theories also support the concept of goal orientation. Social learning theory encourages the employees and leaders to learn new attitudes, behaviors and acquire knowledge from each other. Social learning theory (Bandura, 1977) highlights individuals' ability in pursuing, understanding, and giving sense and valence to related impacts. Social learning theory develops strong relation between supervisors and subordinates and influences the individuals to share knowledge with each other. A goal orientation approach may influence assistants in understanding and structure a connection with their managers. Employees with a goal orientation tend to try to develop their skills and capabilities. Furthermore superiors or company leaders should study the morals of work-related information, and knowledge that can deliver skill development and self-improvement. Consequently, staffs with a goal orientation tend to study in social exchange with their managers in dealing with the evolving harms and chances while doing work. Thus, the relationship between superiors and subordinates and goal orientation will tend to develop a better relationship quality. With that supposed they can trust on and support each other and increase their loyalty, such as common belief, admiration, and accountability . A goal orientation focused on employees will generate a certainty of positive result (Soini, Salmela-Aro, & Niemivirta, 2011). Goal orientation can improve an employee's performance and even the company's business performance. Mastery orientation generates a trend to increase work ability and the efficiency in facing problems (Dweck et al., 1999). Previous studies use goal orientation as a moderator with different variables, some studies found significant relation and some studies find insignificant relation. So therefore hypothesize:

**H5:** *Goal orientation moderates the relationship between the transformational leadership and job performance.*

### **Research Methodology**

The current study aims to investigate leader's role in changing and dynamic environment to enhance employee's job satisfaction and job performance. This study is conducted in twin cities of Pakistan where data was collected using structured questionnaire having six point Likert scale. Both services and industrial sectors of Rawalpindi and Islamabad were targeted to collect data. Employees were asked to

tell about their leader and leaders were asked to tell about the performance of their employees.

### **Survey Population**

The targeted population for the study people of Pakistan working in services of industrial sectors. For sample we selected Rawalpindi and Islamabad only.

### **Data Collection Method(s)**

Convenient sampling was used to collect data and people were first requested if they are willing to participate in research. If they agreed then questionnaire was floated in hard form, and if they required in soft form also, it was being sent via email. Use convenient sampling not just because it is easy to use, but because it also has other research advantages. It allows the researcher to obtain basic data and trends regarding his study without the complications of using a randomized sample. A few people targeted through social media while questionnaire developed in Google docs were in boxed them. Rawalpindi and Islamabad were selected mostly because both the cities have potential industrial and services sector as well and that cities are easily reached. And in services and industrial sector we specifically targeted industries having potential of innovation in changing economic dynamics like software sectors, financial sectors and some other manufacturing industries. Questionnaire were got filled by the people who could understand English as English is not the national language of Pakistan. A questionnaire having 47 items was sent to more than 300 employees in hard form or soft form. Out of 300 we received only 230 questionnaires back so response rate was 76.66%. Our main demographics are gender, age, qualification, or income. Out of 230 respondents 51.3% were male while rest were female, 6.1% were above 50 years of age while rest were below, 45.7% were masters and 6% were PhDs while rest of the respondent were having education undergrad or lower and most of the respondents were having income between 21,000 and 40,000 while rest were having income above 40,000 or below 20,000 Rupees.

### **Measures**

The questionnaire consisted of four variables: transformational leadership, job satisfaction, goal orientation, and job performance having a total of 47 items. A six point Likert scale having 19 items (1= strongly disagree to 6= strongly agree) was adapted from Podsakoff, MacKenzie, & Bommer (1990) to measure transformational leadership. This scale had reliability alpha,  $\alpha$  (Cronbach's Alpha) = 0.746. Scale of Lynch, Patrick and Eisenberger (1999) was used to measure job performance of employees and this part of questionnaire was to be filled by managers. Scale having six Likert points from 1 = strongly disagree to 6 = strongly agree. This scale had reliability alpha,  $\alpha$  (Cronbach's Alpha) = 0.800. Janseen and Yperen's (2004) scale was used to measure job satisfaction. A six point Likert scale having (1= strongly disagree to 6=strongly agree) was used. This scale had reliability alpha,  $\alpha$  (Cronbach's Alpha) = 0.640. Goal orientation was measured by using scale developed by Yperen and Janssen (2002). Scale was having six Likert points (1= strongly disagree to 6=strongly agree). This scale had reliability alpha,  $\alpha$  (Cronbach's Alpha) = 0.711. Spss 23.0 was used to analyze data and also XL was used for some basic data handlings. Linear regression was checked to find and study the relationship of variables. study were age, gender, income, qualification level.

## **Results**

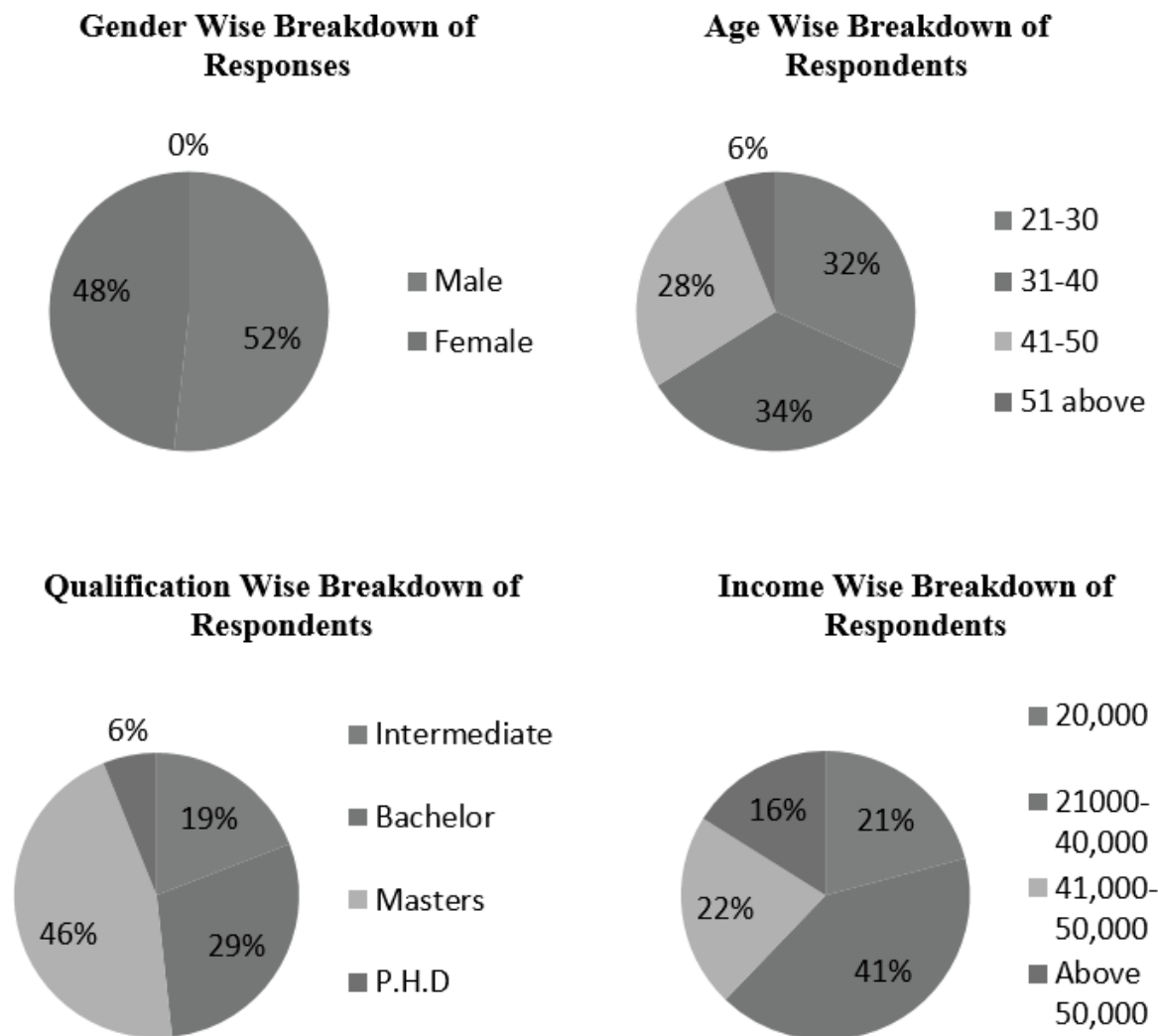
### **Demographics**

Our main demographics are gender, age, qualification, and Income. 51.3 % are male and 48.3% are

female out of total sample of 230. 73 (31.7%) respondents are having age between 21 and 30 years, 79 (34.3%) respondents are between 31 and 40 years, and 64 (27.8%) respondents are in between 41-50 years while rest of the 14 respondents is above 51. Most of the respondents are having qualification masters (45.7%) and 48.2% were having bachelor degree or intermediate certificates while 14 respondents were done with their PhDs. 41.3% respondents were having income between 20 and 40 thousands, 20.9% were having lower income than 20,000 and only 16.1% respondent were earning a reasonable income of more than 50,000. For all demographics figure 2 is referred.

Table 1 discusses descriptive (Mean, Standard Deviations, Maximum and Minimum) of variables. Standard deviation measures range of data nearby the mean value. Mean of all variables was calculated to be 4.71 while means of all individual variables are lying "between" 4.4771 to 4.651. It means over all responses against all the variables are towards agreeing side.

Figure 2: Demographics



**Table 1:** Descriptive Statistics

<b>Variables</b>	<b>Range</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Transformational leadership	2.79	2.84	5.63	4.4771	.52105
Job Satisfaction	4.50	1.50	6.00	4.6609	.76509
Job performance	2.94	2.69	5.63	4.4516	.58304
Goal orientation	3.13	2.75	5.88	4.6511	.65584

Table 2 includes and shows the reliability of tool and measures internal consistence (i.e., coefficient  $\alpha$ ) of all the four hypotheses which are part of the study. All the constructs have good consistency only job satisfaction is viewing a little low alpha but it is also exceeding 0.640. Nunnally (1978) suggested that alpha should be 0.7 minimum. But this value is dependent on number of items in the scale. Job satisfaction is having lower than 10 items that's why Cronbach's alpha is observed a little low. Cronbach's alpha for all variables is exceeding 0.7 while collective Cronbach's alpha of the complete gathering is also above 0.868.

**Table 2:** Reliability Statistics

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>No of Items</b>
Transformational leadership	.746	19
Job satisfaction	.640	4
Goalorientation	.711	8
Job performance	.800	16

Table 3 describes the correlation among all variable of study and all are found to be significant mostly are above 0.30 and below than 0.55. According to the study framework all the variable are positively related. And from correlation table we can see that are variables are significantly and positively correlated. Also from table we can see that no independent variables are having correlation more than 0.70 which means that there is no issue of multi-co linearity.



**Table 3:** Correlation

	<b>Transformational Leadership</b>	<b>Job Satisfaction</b>	<b>Goal Orientation</b>	<b>Job Performance</b>
Transformational Leadership	1			
Job satisfaction	.512**	1		
Goal orientation	.330**	.318**	1	
Job performance	.404**	.353**	0.449**	1

\*\* Correlation is significant at 0.01 levels (2 tailed)

### Mediation Analysis

From table 3 we can see the results of regression analysis we performed. . Significant beta values clearly showing that job satisfaction and job performance 'which are hypothesized as dependent variable is dependent on transformational leadership 'our defined independent variable. Also job

performance is dependent on job satisfaction. R2 is a statistical measure that represents the proportion of the variance for a dependent variable that's explained by an independent variable.

We used mediation method described by Andrew F. Hayes (2013) to test the mediation of JS between TL and JP. According to Andrew F. Hayes, we first test (c) the relationship of IV (TL) and DV (JP) and it should be significant, (a) the relationship of IV (TL) and MV (JS) should be significant, (b) the relationship of MV (JS) and DV (JP) should be significant. All the direct relationships were significant and results were given in the table 9. From table 9 we can see that TL is positively and significantly impacting JP with ( $\beta = .3380$ ,  $\rho = .000$ , S.E = .0777, R2 = .192), hence our first hypothesis (H1) is supported. TL is positively and significantly impacting JS as ( $\beta = .9010$ ,  $\rho = .0777$ , S.E = .5083, R2 = .288), so results are supporting our H2. JS is impacting JP significantly with ( $\beta = .1514$ ,  $\rho = .000$ , S.E = .0529) which is showing a support to our H3.

**Table 4:** Estimates of Mediation and Direct Effects

<b>Model</b>	<b>Unstandardized Direct Effect</b>	<b>SE</b>	<b>p</b>	<b>T-Stats</b>
TL → JP	.3380	.0777	.000	4.349
TL → JS	.9010	.5083	.0777	1.7742
JS → JP	.1514	.0529	.000	2.861

TL = Transformational Leadership; JS = Job Satisfaction; JP= Job Performance

After testing for significance of all the three direct relationships then mediator JS was used with TL as an independent variable and JP as a dependent variable. From table we can see that in presence of mediator JS, the effect of TL on JP is now reduced to  $\beta = .113$  from  $\beta = .3380$ , but still it is significant at  $p = 0.00$ . From table 9 we can see that in presence of mediator JS direct effect of TL to JP was reduced and mediator was significant too hence it's a case of partial mediation. TL is transferring its effect to JP directly and through mediator also. And over all prediction power of TL in presence of JS as mediator is raised to  $R^2 = .192$ . So, our hypothesis 4 is also supported that claimed mediation of JS in relationship of TL and JP.

**Table 5:** Estimates of Mediation and Indirect effect

Model	Unstandardized Direct Effect	SE	LLCI	ULCI
TL, JS → J.P	.1139	.0425	.0367	.2081
JS				

Dependent variable: JP

The results show that partial mediation exists between variables because partial mediation implies that there is not only a significant relationship between the mediator and the dependent variable, but also some direct relationship between the independent and dependent variable. The result describe that positive relation between Transformational leadership and job performance ( $B=.3380$ , Square change 0.192). So, our hypothesis 1 is fully supported additionally mediation is not a full mediation but partial mediation. Transformational leadership has positive relation with job satisfaction ( $B=0.901$ ,  $R^2 = .288$ ) which support our hypothesis H2. Job satisfaction as positive influence on Job performance ( $B=.1514$ ,  $R^2=.192$ ) which support our hypothesis H3. Then check effect of Transformational leadership or job satisfaction on Job performance (TL  $B=0.338$ , JS  $B=0.151$ , R.S 0.185).

### Moderation Analysis

For moderation we first checked the direct effects TL to JS and it was significantly impacting JS with ( $\beta = .9010$ ,  $p = .077$ , S.E = .5083). Also our moderator GO was significantly impacting JS with ( $\beta = .4238$ ,  $p = .398$ , S.E = .5007). Interaction term of TL and GO was found to be insignificant with ( $\beta = -.0512$ ,  $p = .6461$ , T-stat = -.4598, SE = .1114). So, these statistics showing that goal orientation is not moderating the relationship of transformational leadership and Job satisfaction.

**Table 6:** Estimates of Moderation

	<b>Unstandardized Direct Effect B</b>	<b>SE</b>	<b>P</b>	<b>T-stat</b>
TL → JS	.9010	.5083	.0777	1.7724
GO → JS	.4238	.5007	.3982	.8464
TL*GO → JS	-.0512	.1114	.646	-.4598

From table 6 we can see that moderation effect of goal orientation is insignificant in relationship of transformational leadership and job satisfaction. Hence our hypothesis 5 claiming moderation of GO between TL and JS is not supported.

### Discussion

We found that there exists statistically significant impact of TL on JP and these results are parallel to many other researchers conducted. These results further substantiate the findings of Judge and Piccolo (2004); Nyachanchu, Bonuke and Chepkwony (2017); Sanda and Kuada (2013). Results showing that there is positive relation between Transformational leadership and Job Satisfaction. Riaz and Haider (2010) found TL impacting career over satisfaction while rising job satisfaction and Medley et al. (1995) recommended that this kind of leadership shows a vital role in job satisfaction mostly transformational leadership which affected job satisfaction the greatest. Hence it over all improves satisfaction level of employees by fostering learning and trust that leader shows in them.

Statistically, Job Satisfaction is found having significant impact on job performance with  $\beta = .1514$  and  $R^2 = .1922$ . Overall satisfied employees perform well and many of the researchers found significant and positive impact of high level of satisfaction on enhancement in performance. Lawler et al. (1967) studied a positive relationship between job satisfaction and job performance devoted a lot of time to conclude "why" job satisfaction would lead to higher performance. Reward effect the Job satisfaction of employees, and achievement of reward effect the Job performance. Studies have proved that job satisfaction and organization performance and his study indicated that customer satisfaction leads to employee's satisfaction so employees are able to perform their duties in better way and hence help improve organizational performance by improving their individual performance. Liang (2011) found from a sample of 266 employees that TL predicts satisfaction and satisfaction then predicts team performance. Also, Vaculik (2017) studied TL and performance positive through satisfaction but in presence of high trust in leader and support by coworkers. Study hypothesized moderating role of GO and this hypothesis is not supported as all the calculated statistics are not in favor of accepting this hypothesis. The result not supported to hypotheses so no reason to believe that Goal orientation use as a moderator between Transformational leadership and Job satisfaction. Although no results are found for this statement, other results It suggests that this theory can be somewhat authentic. Baker and Sinkula (1999) studied performance orientation as moderator in market orientation and organizational performance and it proved a positive moderator. So this belief is not on the basis of results of the hypothesis; rather it is based on direct or indirect evidence from other studies. According to the results, the relationship between Transformational leadership, Goal orientation, and Job satisfaction may not exist. I believe that results support more studies on that topic. May be sample size not well evaluated

(Sosik, 1997). Previous studies also use mastery orientation as a moderator between Transformational leadership and work place outcome and hypothesis of his study also not support the results (Nicholos, 2006).

### **Conclusions, Limitations, and Future Research**

The major aim and purpose of the study was to test if transformational leadership enhances employee's satisfaction to ultimately enhance the job performance of employees. Goal orientation was to be tested for the potential moderating role. Study with the help of social learning theory developed relationships in variables. Study was being conducted in Pakistan (one of the major human resource provider to many Asian and other European countries), and sample was drawn from Rawalpindi and Islamabad. The research helps endow with an improved consideration of the conception of transformational leadership, goal orientation and job performance and how job satisfaction helps develop the relationship in TL and JP. The results from this research is parallel to the many other researches on job performance and visionary leadership. Therefore, it provides substantiation to conclude and extend the other researches that TL enriches confidence and trust of employees in them that stimulates further towards the better performance.

Apart from many of the hypothetical or conceptual insinuation there are a lot of managerial implications this research can support. Organizations should train their managers to be ready for taking new ideas from the employees working under them. They should let never down their subordinates, and must show trust in them. They should let them feel that they can and they are the precious asset for the organization. In this way they can help employees be satisfied with the job they are in. Transformational leadership can help subordinates enhance their self-control and proficiency amongst their colleagues, and thus can achieve better self-control and improving their competency level high satisfaction can be achieved that can drive to improve their performance.

Transformational leadership addressing every direct subordinates needs can also win trust and hence satisfaction in employees. Many other studies tested direct relationship of transformational leadership and job satisfaction in many different contexts. But this study suggests managers that in presence of high goal orientation (mastery orientation or learning orientation) in employees can further help achieve the high level of satisfaction in employees. Spat that transformational leadership impacts job performance positively, launches a circumstance that managers should accept ideas and encourage new ideas and decentralized powers and should improve employee's self-trust to find the enhanced performance levels in employees.

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