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Does Leadership and Learning Orientation Effect Performance? An Evidence from Surgical and Sportswear Industry of Pakistan

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ABSTRACT

Study of leadership styles and its effect on various organizational outcomes is a prominent focus of research. The aim of this study was to investigate the effect of leadership style and learning orientation on organizational performance in sports and surgical firms operating in Punjab, Pakistan. The target population is middle-level managers working in sports and surgical sector and multistage cluster sampling technique was used to draw the sample. Structured questionnaire was developed to collect data from sampled population. Multiple regression analysis was run for statistical analysis on data for achieving research objective. This study provides empirical evidence to support the existence of relationship between two leadership styles (Transformational and Transactional and learning orientation on organizational performance as the results of study are significant and all hypothesis were accepted.

Keywords: Transformational leadership, Transactional leadership, Learning orientation, Organizational Performance.

Introduction

Leadership is one of the most important and observed phenomena but least understood in this soil (Posner, 2007). The effect of Leadership styles on Organizational performance consider crucial research topic among researchers from past decades (Shin & Konrad, 2017). Theories of leadership explained effective leadership styles such as democratic, autocratic, target oriented and socially-oriented etc. and related them to the organizational outcomes (Bhargavi & Yaseen, 2016). Researchers have declared performance as the function of leadership style prevailing in the organization (Elenkov, 2002; Rao et al., 2024). Past research on leadership focused on subordinate's perspective and presented two main styles of leadership i.e. transactional and transformational (Bass, 1985). However transformational leadership and transactional leadership styles are important in a current environment of work where organizations try to be innovative in order to get competitive advantages and enhance performance (Donate & de Pablo, 2015). Cultural competitiveness is another factor that contribute in Organizational performance, Organizations that seek to become "high performing organizations" rather than only "surviving organization" adopt effective culture. Cultural based factors (market orientation, entrepreneurial orientation, innovativeness and learning orientation) impact on organizational performance positively(Hult, Snow, & Kandemir, 2003) The present study focuses on the "learning orientation" factor of the cultural competitiveness and its effect on organizational performance. Organizations need to involve the employee in learning new knowledge that helps them to introduce innovative products in the market and enhance performance (Andriopoulos & Lewis, 2010). The current study discussed both collective factor (learning oriented) and individual factor (Transformational and transactional leadership style) effect on organizational performance. Previous studies indicate the positive effect of leadership style (Transformational and transactional leadership) and Learning orientation on organizational performance (Aragón-Correa, García-Morales, & Cordón-Pozo, 2007; Calantone, Cavusgil, & Zhao, 2002; Özsahin, Zehir, & Acar, 2011). Learning orientation studied previously as a mediator in the relationship between leadership styles and firm performance but doesn't seem to be the focus as a direct effect on organizational performance and need to examine the causal relationship in a different context and organizational settings(Becker & Brettel, 2017; Özsahin et al., 2011).

Problem Statement

Now a day organizational environment is innovative and organizations are continuously trying to enhance their performance for competitive advantages. There are so many factors which affect organizational performance and various researcher found that leadership styles and learning orientation are important factors that contribute to organizational performance (Alharbi, 2017). Hence present study aimed to examine the effect of two leadership styles (transformational and

transactional) and learning orientation on organizational performance in sports and surgical industry of Punjab.

Objectives

Studies of leadership have a main focus on the effect of leadership styles on individual follower's behavior or attitude satisfactions and performance however individual performance is interesting but not too much effect of leadership on individual performance is being focused as compared to organizational performance. A limited number of studies conducted to examine the effect of leadership on organizational performance (Elenkov, 2002). By considering above mention concern and filling research gap in management and organizational behavior theories current research aims to achieve following objectives:

- To investigate the impact of Transformational, Transactional leadership style and learning orientation on organizational performance within surgical and sportswear manufacturing firms.

Significance of Study

This research investigates the relationship between leadership styles and learning orientation on Organizational performance. Outcomes of the study can be beneficial for managers and HR Practitioner in understanding the effect of Transformational, transactional leadership and learning orientation on organizational performance. Lack of empirical evidence find in literature to examine the effect of leadership styles on Organizational performance. This study also adds new knowledge in leadership studies and provides empirical evidence about effect of leadership styles and learning orientation on organizational performance in surgical and sportswear manufacturing firms in Punjab. This study provides a guideline for researchers and academicians for study further in the area of organizational behavior.

Literature Review

Transformational Leadership

Transformational leadership is a leadership style where leader work with subordinates to identify essential change, create a vision to adopt these change through inspiration, knowledge and execute that change with committed group members (Tseng, 2017; Gupta, 2025). In this kind of leadership Style of leader's major focus is on collective goals of group members and helping others to achieve these collective goals (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012).

Transactional Leadership

Transactional leadership is kind of leadership which emphasizes the interrelation between group members and group leader relating to work or task it is further stated since this style of leadership is based on work relationship between leader and follower, it's also prescribed as task-oriented or managerial leadership (Judge & Piccolo, 2004; Mohiuddin, 2023). Transactional leaders use rewards and

punishments system to attain compliance from follower's and also transactional leaders major focus is on maintaining the status quo (Antonakis & House, 2014).

Learning Orientation

Learning orientation is defined as "organizational wise actions to acquire latest knowledge and implication of that knowledge for getting a competitive edge" (Kaya & Patton, 2011). The implication of learning orientation for organizations revolves around obtaining and sharing data about customer's needs, changes in market and competitors activities and also advancement in technologies for producing innovative products or services to beat competitors (Calantone et al., 2002). Common values that are linked with learning orientation are commitment to learning; the degree which organization give value to learning, open-mindedness; how much organization are open minded to learn new things from failure in practices. shared vision the degree to which organizational common goals and vision shred with its members (Özsahin et al., 2011).

Organizational Performance

Aluko (2003) Stated organizational performance as "level of targets and set goals achieve organization by implementing their plans and adopt strategies". Conceptually organization performance can be described as "the degree at what level in organization individuals and teams attain their goals and compliance these goals with organizational goals, because organizational goals can only be achieved by achieving objectives first" (Wu, Straub, & Liang, 2015). Organizational performance has been measured through subjective and the objective approaches individually and at times used both approaches have been used. Market shares and growth in sales are methods included in subjective approach and Return on assets and equity method in objective approach. Although there are various methods available for measurement of organizational performance but most important is to use the valid method of measurement (Yıldız & Karakaş, 2012).

Relationship between Transformational, Transactional leadership, learning Orientation and Organizational performance

High level of Organizational performance can be achieved by adopting effective leadership style, as leadership style and organizational performance is positively associated (Zehir, Ertosun, Zehir, & Müceldili, 2011). Ogbonna and Harris (2000) analyzed the effect of leadership styles on organizational performance in UK based companies and found a significant positive relationship between both variables. Leadership style that focuses on collective goals and help the subordinates to achieve these collective goals is known as transformational Leadership, moreover, transformational leaders promote learning and inspire followers through their knowledge and ultimately influence organizational performance positively (García-Morales et al., 2012). Yıldız, Baştürk, and Boz (2014) studied the effect of transformational and transactional leadership style on organizational performance, study results showed a positive effect of both leadership styles on organizational

performance. Elenkov (2002) stated in his findings that leadership styles (Transformational and Transactional) effect on organizational performance positively. Furthermore study of Aragón-Correa et al. (2007) also indicates that Transformational leadership effect on organizational innovation and performance positively. Transformational leadership style and transactional leadership style also effect on the performance of Army's unit positively (Bass, Avolio, Jung, & Berson, 2003). Özer and Tinaztepe (2014) found the strong positive effect of a strategic leader on firm performance, strategic leadership styles consist of three dimensions including transformational leadership, transactional leadership, and paternalistic leadership. So Transformational leadership and transactional leadership have a positive relationship with Organizational Performance. Transactional leadership style is traditional style and transformational leadership is a new breed of leaders, they play a role of facilitator (Hult, Ferrell, Hurley, & Giunipero, 2000).

An organization who is learning oriented, have a better chance of showing high performance (Özsahin et al., 2011). Learning orientation and its components effect on firm performance positively as it develops skills of the employee, generate more resources for organization and enhance firm innovation, which is components of organizational performance (Calantone et al., 2002). Hakala (2013) found that learning-oriented organization achieve their targets efficiently and they show high performance. Baker and Sinkula (1999) Fond that organizational performance and learning orientation have an indirect relationship with mediating role of firm innovation, an organization which is learning oriented can introduce innovative products in the market which can play a role in increasing organizational performance. So, in current study, it is proposed that Transformational leadership, Transactional leadership, and learning orientation have a positive relationship with Organizational Performance.

Theoretical Framework

The foundation of present study elicited from Transformational and Transactional theory of Leadership (1985). According to Transformational theory of Bass (1985) transformational leaders influence on their followers with specific personal traits such as charisma, inspirational motivation and individualized consideration and their followers feel trust, show loyalty and respect for the leader and they work hard put their all efforts to achieve organizational goals, ultimately organization achieve their goals efficiently and their performance enhanced. Transactional leadership theory describes that leadership is the beneficial exchange relationship between leaders and followers. Transactional leaders involve employees to accomplish assigning task through reward and punishment strategy and consider that rewards and punish motivate employee for work and push them to accomplish their tasks in order to enhance organizational performance.

In literature different researchers give empirical evidence to support the strong relationship between Transformational leadership, Transactional leadership,

Learning orientation with organizational performance (García-Morales et al., 2012; Hussain, Shah, Rehman, & Khan, 2018; Menges, Walter, Vogel, & Bruch, 2011; Özer & Tınaztepe, 2014; Özşahin et al., 2011). Grounded in Bass Transformational and Transactional theory of leadership (1985) and empirical evidence from previous study current study proposed that Transformational leadership and transactional leadership effect on organizational performance positively.

Research Framework

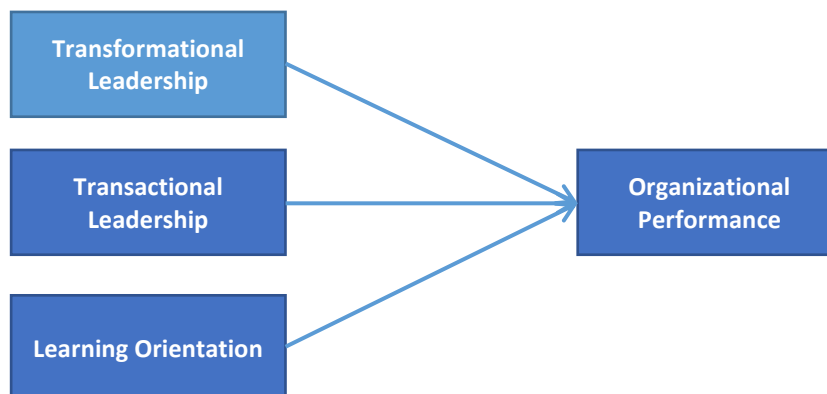


Figure1: Conceptual Framework

Hypothesis

Current study proposed following hypothesis;

H₁: Transformational leadership positively influences Organizational performance

H₂: Transactional leadership positively influences Organizational performance

H₃: Learning Orientation positively influences Organizational performance

Methodology

Research Design

Paradigm is the philosophy under which a research study is conducted, and can explain which that which methodology is used for the purpose of research. Research paradigm is the basis for data collection procedure and techniques (Creswell, 2003). For the current study, positivism paradigm is used to examine the causal effect of variables. The quantitative technique used for data collection as the aim of current study is to examine the effect of leadership style and learning orientation on organizational performance (Creswell & Zhang, 2009).

Population

The population is the object from which data is collected for analysis it is the total number of possible observations that can be made. For present study middle level managers who work in surgical and sportswear firms in Punjab is total population.

Sampling Design

Stratified random sampling technique was used in current study due to its generalizability (Zikmund, Babin, Carr, & Griffin, 2013). In the first stage, from Punjab district Sialkot was taken as geographic target for this study. The second stage of sampling 25 surgical and sportswear firms were randomly chosen from the list of

registered companies at Sialkot chamber of commerce. Each company was dealt as a stratum due to its homogeneity within a stratum and heterogeneity between each stratum and then questionnaire was distributed to the middle management of each firm.

Sample Size

For calculation of sample size formula $n = (ZS/e)^2$ is used presented by zickmand (Zikmund et al., 2013).

Here n =sample size,

Z =95% (confidence level),

S = 3.462(standard deviation)

e = 5% (error term)

Sample size from calculation extract is 184, questionnaires distribute to middle-level managers of 25 companies but 173 respondents gave response with 94% response rate out of them 15 questionnaires were incomplete and invalid. Total 158 questionnaires were treated as valid response that is useful for analysis.

Data Collection Method

For current study questionnaire was used for data collection. For all items 5-point Likert type scale (5=Strongly Disagree to 1=Strongly Agree) used. Age, gender, Education level and experience were used as demographic variables. Items related to transformational leadership taken from the previous study of (García-Morales et al., 2012). There were 4 items used to measure transformational leadership. Transactional leadership style was measured through 4 items (İşcan, Ersarı, & Naktiyok, 2014). Learning orientation is measure from eight-item (Calantone et al., 2002). Organizational performance was measured through 7 items taken from the previous study of (Delaney & Huselid, 1996).

Software for Data Analysis

IBM SPSS 25 was used for data analysis including descriptive statistics, reliability analysis, correlational analysis, regression and KMO Bartlett's test for sampling adequacy.

Data Analysis and Findings

For statistical analysis IBM SPSS 25 was used. In the first stage of data analysis, descriptive statistics were used e.g. frequencies and percentages, and then the reliability of data was checked for the consistency of results. At second stage of analysis multiple regression analysis was run to examine the proposed relationship.

Table 1: Sample Characteristics

Sample Characteristics

Category	Frequency	Percent
Gender		
Male	124	78.5
Female	34	21.5
Total	158	100.0

Education

Below 14 years	11	7.0
14 years	83	52.5
16 years	46	29.1
above 16 years	18	11.4
Total	158	100.0

Experience

below 3 years	86	54.4
3 to 7	40	25.3
Above 7	32	20.3
Total	158	100.0

Age of Respondent

below 25	24	27.8
26 to35	85	41.1
above 35	49	31.0
Total	158	100.0

In Table 2 sample characteristics of demographic variable shown. Total 158 responses used for data analysis out of them 124 (78.5) are male and 34 (21.5) are female. 11 respondents are having below 14 years of education, 83 respondent have 14 years of education, and 46 respondents have 16 years of education and only 18 respondents who have above 16 years of education. 86 respondents have below 3-year working experience, 40 respondents have 3-7 years' experience, and 32 respondents have above 7 years working experience. Only 24 respondents has age below 25, 85 employees have age 26-35, 49 employees have above 35 years' age.

Reliability Analysis

For checking the internal reliability of instrument Cronbach Alpha Coefficients of reliability was used. First Cronbach alpha value of each variable and in last table total reliability of twenty-three questionnaires is shown.

Table 2: Reliability Statistics

Reliability Statistics

Variable Name	No of item	Cronbach Alpha
Transformational Leadership	4	.887
Transactional Leadership	4	.876
Learning orientation	8	.820
Organizational Performance	7	.785
Total Reliability	23	0.846

In above Table1 total Cronbach alpha value is 0.842 which are very high and our instrument is reliable and suitable for model. The standard alpha value of Transformational leadership, Transactional Leadership, Learning orientation and Organizational performance range from .785 to .887 which indicate that this is highly reliable instrument for measure the variables.

Table 3: Descriptive Statistics

Variables	Mean	Std. Deviation
Transformational Leadership	3.87	.813
Transactional Leadership	3.78	.956
Learning Orientation	3.44	.965
Organizational Performance	3.85	0.728

Table3 shows the Standard deviation and mean of variables. Results point out that mean of Transformational leadership is highest that is 3.87 and lowest mean is for learning orientation that is 3.44. The standard deviation of learning orientation is highest that is .956 and organizational performance has lowest St. Deviation that is 0.728.

Correlational Analysis

Correlation analysis used to check the relationship between variables. Correlation range should be from -1 to +1 and here in an exhibit1 shown that Correlation of variables is range from 0.467 to 0.819. Correlation table in the exhibit show that correlation of variables is from moderate to high correlation. Correlation within the range of .4 to .6 is the indicator of moderate correlation and from 0.6 to 0.8 is strong correlation and above 0.8 shows high correlation between variables. Transformational leadership style and transactional leadership are highly correlated it's 0.819.

Multiple Regression Analysis

The present study is based on the following regression model:

$$OP = \alpha + \beta_1 TFL + \beta_2 TL + \beta_3 LO + \epsilon$$

Where:

OP= Organizational Performance

TFL= Transformational Leadership

TL= Transactional Leadership

LO= Learning Orientation

Hypotheses were tested through multiple regression analysis and summary of output of regression analysis shown below in Table 4;

Table 4: Regression Results

Model	Beta	Std. Error	t	Sig.
(Constant)	2.354	.245	9.617	0.000
TFL	2.99	.245	9.617	0.000
TL	.580	.146	2.041	.043
LO	.134	.135	4.295	.000
OP	2.354	.064	2.089	.038

Model	R	R Square	Adjusted R square	F	Significance
Organizational Performance	.604 ^a	0.365	0.352	29.455	0.000

Dependent Variable: OP, P < 5%, Predictors: (Constant), TL, TFL, LO

OP= Organizational Performance LO= Learning Orientation

TFL= Transformational Leadership TL= Transactional Leadership

Here in table 4 summary of multiple regression analysis shows that all the relationships between the independent variable and dependent variable are significant because all the variables sign value is less than 0.05. Here the value of **R** denotes a correlation between variables and it is 0.604 which are an indicator that high correlation exists between organizational performance dependent variable and Transformational, Transactional leadership and learning orientation. **R square** means that how much variance explained in organizational performance by leadership style and learning orientation and in this model 36.5% variation in organizational performance is explained by leadership styles and learning orientation. Adjusted R square is statistics based adjustment in R square. Here β_0 is 2.354, β_1 is 2.99, β_2 is 0.580 and β_3 is 0.134 so fitted regression line is;

$$OP = 2.354 + 2.99TFL + 0.580TL + 0.134LO + 0.05$$

H1, H2, and H3 are accepted that transformational, Transactional and Learning orientation are positively effect on Organizational performance. Results of current study are consistent with previous studies (Aragón-Correa et al., 2007; Baker & Sinkula, 1999; Elenkov, 2002; García-Morales et al., 2012). So, Transformational leadership, Transactional leadership and learning orientation effect on organizational performance positively. Detail tables of multiple regression analysis are shown in exhibit 2 in the attached appendix.

Table 5: Sample Adequacy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.832
Bartlett's Test of Sphericity	Approx. Chi-Square	3608.409
	Df	190
	Sig.	.000

Table 5 shows two test one is Kaiser-Meyer-Olkin Measure of Sampling Adequacy(KMO) the second is **Bartlett's test** of sphericity. Value of KMO should be greater than 0.5 and according to some researchers, it should be more than 0.7 and here it is 0.832 that shows that our sample is adequate for analysis. **Bartlett's test** of sphericity shows that either our model is an identical model or not. It's also indicate the strengths of relationship decision of significance link with significant value that is less than 0.05 So, correlational matrix is not identical.

Limitations

Like other studies present study also has some limitations such as in this study data were gathered only one time by adopting cross-sectional study design. Organizational performance mostly measures through an objective approach like return on assets; market share etc. but sports and surgical industry do not share their financial data with others due to secrecy issues so we measure organizational performance with the subjective approach. It is recommended for future researchers that they may conduct a longitudinal survey and organizational performance can measure through objective approach.

Practical Implication

The current study will help the HR practitioner and middle managers to understand the relationship between leadership style, learning orientation, and organizational performance. Further, it describes that by adopting transformational leadership style and transactional leadership style organizations can boost their performance and also organization can increase their performance by adopting learning oriented practices.

Conclusion

The objective of the current study is to investigate the effect of Transformational, Transactional leadership styles and learning orientation on the performance of the organization. The sample of study is middle managers of 25 surgical and sports firms exist in Sialkot. Data is analyzed through multiple regression statistics. Consequently, Transformational leadership, Transactional leadership, and learning orientation have a significant positive effect on organizational performance. The finding of current study supports existing body of knowledge and findings the relationship between two leadership styles and learning orientation with organizational performance. These study results give help to HR practitioners and middle managers to adopt transformational and transactional leadership style in order to achieve organizational goals efficiently. Furthermore, should concentrate on organizational learning which also effects on organizational performance positively.

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Appendixes

Exhibit 01

Correlational Analysis

Correlations		Transformatio nal Leadership	Organizatio nal Performanc e	Learning orientati on	Transactio nal Leadership
Transformation nal Leadership	Pearson Correlati on	1	.467**	.568**	.819**
	Sig. (2- tailed)		.000	.000	.000
	N	158	158	158	158
Organizational Performance	Pearson Correlati on	.467**	1	.484**	.570**
	Sig. (2- tailed)	.000		.000	.000
	N	158	158	158	158
Learning orientation	Pearson Correlati on	.568**	.484**	1	.651**
	Sig. (2- tailed)	.000	.000		.000
	N	158	158	158	158
Transactional Leadership	Pearson Correlati on	.819**	.570**	.651**	1
	Sig. (2- tailed)	.000	.000	.000	
	N	158	158	158	158

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

Exhibit#02

Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 ^a	.365	.352	.586
a. Predictors: (Constant), Learning orientation, Transformational Leadership, Transactional Leadership				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.345	3	10.115	29.455	.000 ^b
	Residual	52.885	154	.343		
	Total	83.229	157			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Learning orientation, Transformational Leadership, Transactional Leadership						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.354	.245		9.617	.000
	Transformational Leadership	.299	.146	.334	2.041	.043
	Transactional Leadership	.580	.135	.761	4.295	.000
	Learning orientation	.134	.064	.178	2.089	.038
a. Dependent Variable: Organizational Performance						