

Unveiling the Impact of Leadership Traits on Job Satisfaction of Contractual Employees through Job Crafting: An Evidence from Banking Sector of Pakistan

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Abstract

The study focuses on the impact of leadership traits on job satisfaction through job crafting. Moreover, the role of perceived organizational support as a moderator among job crafting and job satisfaction is tested. The study was conducted on the contractual employees of banking sector in Pakistan. Though an extensive literature covers the various aspects of the variables of the current study, however, no such research has been found to have taken place in Pakistani banking sector. The study will bring its significance not only by adding value in the literature, but also the practical implications would greatly benefit the organizations. The hypothesis established link between leadership traits and job satisfaction through job crafting incorporating Leader-Member Exchange Theory - LMX, Social exchange Theory and Traits Theory. LMX explains the dynamics of leader and follower relationship whereas traits theory states the impact of certain traits on the outcomes at different levels, grounding the same in the present research would enable providing sound foundations for establishing the relationship among the variables. Data were collected from banking sector employees through structured questionnaires. 480 questionnaires were distributed out of which 410 responses were received. After screening, 360 usable questionnaires were used for analysis yielding 75% response rate. Structural equation modeling was run to test the proposed hypothesis using Smart PLS. Analysis supported mediation among the variables the study. However, the moderation effect of perceived organizational support was not supported. The study provides a useful insight for managers and practitioners to enhance the job satisfaction level of the employees of their organizations. This research will add to the existing literature by providing support for the established relationships which is equally useful for the organizations implementing the research findings through enhancing the leadership traits in the top level managers to ensure maximum positive outcomes.

Keywords: Leadership Traits; Job Crafting; Job Satisfaction; Contractual Workers.

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Introduction

Service sector of Pakistan is one of the rapidly growing sector of the country which contributes significantly to the GDP. Globally, service sector of an economy provides substantial support ensuring economic growth and development in the country. Pakistan being an emerging economy needs to uplift the service sector in order to gain attraction from all around the globe. Banking sector is one of the most flourishing among service sector. Banking sector is showing exponential growth resulting in positive economic growth in the country. Not only does it contribute towards the economic growth, the generation of employment opportunities is also associated with growth in banking sector. As applied in any other organizational set up, key factors for the growth of a specific sector is highly dependent on the human resource it possesses. The well-being of the employees in an organization plays a vital role in its sustainable growth. Recognizing the significance of positive organizational factors, the current study focuses on role of leadership traits in determining the job satisfaction of the employees through job crafting with the interplay of perceived organizational support.

The role of leadership is considered intricate and challenging in the field of management (Alsarrani et al., 2021). The strong impact of effective leadership can be witnessed throughout the organization. It directly relates to organizational effectiveness and positive employee outcomes in terms of attitudes and behaviors (Northouse, 2022). However, the organizations which do not realize the importance of an impactful leadership role in overall success of the company, ultimately pay a huge price in terms of performance decline not only objectively but also subjectively. Subjective deterioration usually surfaces in terms of employees' related outcomes. Mostly employees when not happy with the leadership style, show significant decline in their job satisfaction levels (Mihalcea, 2014). Moreover, certain leadership traits including adaptive leadership trait, executive innovative leadership trait and effective leadership trait has been established to influence employee outcomes. However, positive leadership traits result in higher job satisfaction (Wang et al. 2011). Job satisfaction in turn is related to various positive outcomes including retention, performance and psychological well-being (Judge et al., 2001). However, a number of studies have examined the leadership and job satisfaction relationship, the link has yet underexplored with the interplay of behavioral mediator and contextual moderator. Especially, in Pakistani settings such study will bring substantial contribution in academia and practice.

In this study the mediating role of job crafting, which enables employees bring changes in their job duties, roles and tasks to match them with the personal expertise and needs (Demerouti, 2014), will be carefully investigated. Previously, leadership traits have been related to higher job satisfaction through job crafting with the lens of job demands-resources model (Kulik et al, 1987; Schaufeli & Bakker, 2010). Moreover, perceived organizational support, where employees believe that their organization care

for their respective well-being and places high value against their contributions (Rhoades & Eisenberger, 2002), has been studied as a moderator between job crafting and job satisfaction.

Though, literature on the banking sector of Pakistan lacks empirical investigation on leadership and its dimension, a clear deficiency has been felt on literature of leadership traits. Leadership traits are very less explored in the banking sector of Pakistan. Moreover, the mediating role of job crafting between leadership traits and job satisfaction of contractual employees is yet not explored in this sector of Pakistan. Furthermore, perceived organizational support as a moderator between job crafting and job satisfaction has not been studied in the present settings.

The present study, will undertake the task of investigating the role of leadership traits on job satisfaction. The main idea behind the model is to develop a link between leadership traits and job satisfaction through job crafting. Here the role of perceived organizational support will be another interesting relationship where existing literature establishes that POS provides conducive environment for positive job outcomes (Blau, 1964) . The empirical study will help in filling the existing gaps in the literature.

The paper will significantly contribute to the existing theoretical understanding of the relationships studied in the model specifically in the setting of Pakistan. Moreover, the study findings will enable the human resources and leadership level better understand the role of traits in influencing the satisfaction level of employees. As the study will unveil the traits which certainly influence the positive organizational outcome, policy makers will be in a better position to inculcate the same traits in the top level managers and leaders. It will help boost the organizational performance and outcomes.

Literature Review and Hypothesis

In today's dynamic and competitive organizational environment, understanding the factors that enhance employee well-being and performance has become a central concern for scholars and practitioners alike. Among these factors, job satisfaction has emerged as a critical construct, linked not only to individual outcomes such as productivity and retention but also to broader organizational effectiveness. One of the most influential determinants of job satisfaction is leadership, particularly the traits leaders exhibit in guiding, motivating, and supporting their teams. While extensive research has explored leadership styles, there is a growing recognition that specific leadership traits such as adaptability, executive innovation, and effectiveness play a distinct and measurable role in shaping employee experiences. However, the impact of these traits does not occur in isolation. The presence of perceived organizational support (POS) in employees' belief that their organization values their

contributions and well-being may significantly strengthen or weaken the influence of leadership on job satisfaction.

Additionally, the concept of job crafting employees' proactive efforts to redesign their work roles has gained relevance as a mediating mechanism that connects leadership with job satisfaction. This literature review aims to critically examine the relationships between these leadership traits and job satisfaction, while also exploring the moderating role of POS and mediating role of job crafting, integrating recent theoretical and empirical advancements.

Job Satisfaction

It is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976). Operationally, it reflects an individual’s cognitive and emotional assessment of their job and is commonly measured using standardized instruments like the Job Satisfaction Survey (Spector, 1997). High levels of job satisfaction are associated with increased productivity, organizational commitment, and reduced turnover. Leadership traits, especially those that foster support and autonomy, are critical antecedents of job satisfaction (Judge et al., 2018).

Leadership Traits

Trait-based leadership theory posits that certain individual attributes and dispositions distinguish successful leaders from others (Stogdill, 1948; Zaccaro, 2007). In today’s rapidly evolving work environments, three specific traits are of particular interest:

1. **Adaptive Leadership Trait:** This trait reflects a leader's capacity to respond to changing environments and complex challenges. Adaptive leaders promote agility, continuous learning, and psychological safety (Heifetz & Linsky, 2002). Operationally, adaptability is measured via behavioral adaptability scales and leader response to environmental complexity (Yukl & Mahsud, 2010). Recent research (Li et al., 2024) finds that adaptive leadership is associated with reduced role ambiguity and improved stress management.
2. **Executive Innovative Leadership Trait:** This refers to a leader’s ability to generate, champion, and implement novel ideas. Leaders exhibiting this trait foster innovation, autonomy, and openness to experimentation (Mumford et al., 2002). Operationally, it can be assessed using innovation behavior scales. Jing et al. (2024) confirm that innovative leadership fosters creative engagement and psychological ownership among employees.

3. **Effective Leadership Trait:** This encompasses communication clarity, decision-making proficiency, and interpersonal competence (Kirkpatrick & Locke, 1991). Operational indicators include scales measuring goal clarity, trust, and emotional intelligence. Recent studies show that effective leadership directly correlates with employee morale and structured performance.

Perceived Organizational Support

Perceived Organizational Support is defined as employees' perception that the organization values their contribution and well-being (Eisenberger et al., 1986). Operationally, it is measured using the Survey of Perceived Organizational Support (SPOS). POS is rooted in Social Exchange Theory (Blau, 1964), where favorable treatment by the organization is reciprocated through commitment and satisfaction. Gebril & Elgebaly (2024) find that POS significantly moderates the link between leadership and job satisfaction by buffering job demands and enhancing psychological resources, consistent with the Job Demands–Resources (JD-R) model (Demerouti et al., 2001).

Job Crafting

It refers to “the physical and cognitive changes individuals make in the task or relational boundaries of their work” (Wrzesniewski & Dutton, 2001). It includes task crafting, cognitive crafting, and relational crafting. Operationally, it is typically measured by the Job Crafting Scale (Tims et al., 2012). Recent empirical evidence (Gebril & Elgebaly, 2024) shows that job crafting mediates the relationship between leadership traits and job satisfaction by enhancing perceived work meaningfulness and engagement.

Theoretical Framework

1. **Trait Theory** explains how stable personality traits like adaptability, innovation, and effectiveness define leadership quality. Leaders with such traits create environments that foster psychological safety, autonomy, and goal clarity—all crucial for employee satisfaction.
2. **Social Exchange Theory (SET)** provides insight into how perceived organizational support (POS) interacts with leadership. When POS is high, employees interpret leadership traits more positively and reciprocate with greater satisfaction and loyalty. Conversely, low POS diminishes leadership influence.
3. **Leader–Member Exchange (LMX) Theory** centers on the relationship quality between leaders and employees. Traits such as innovation and adaptability facilitate high-quality exchanges, which boost satisfaction and trust.

4. Job Demands–Resources (JD-R) Model – Expanded Explanation
JD-R theory now forms a key integrative framework. It proposes that job resources (e.g., supportive leadership and POS) mitigate stress and promote engagement. Here, leadership traits act as job resources, POS enhances their influence, and job crafting mediates the pathway from leadership traits to satisfaction by giving employees more autonomy and engagement opportunities.

Hypotheses

Based on the above conceptual discussion and theoretical grounding, the following hypotheses are proposed:

- H1: Adaptive leadership trait is positively associated with employee job satisfaction.
 H2: Executive innovative leadership trait is positively associated with employee job satisfaction.
 H3: Effective leadership trait is positively associated with employee job satisfaction.
 H4: Innovative leadership trait is positively associated with employee job satisfaction.
 H5: Job crafting mediates the relationship between leadership traits i.e. Executive (H5a), Innovation (H5b), Effective (H5c), Adaptive (H5d) and job satisfaction.
 H6: Perceived organizational support positively moderates the relationship between executive job crafting and job satisfaction, such that the relationship is stronger when POS is high.

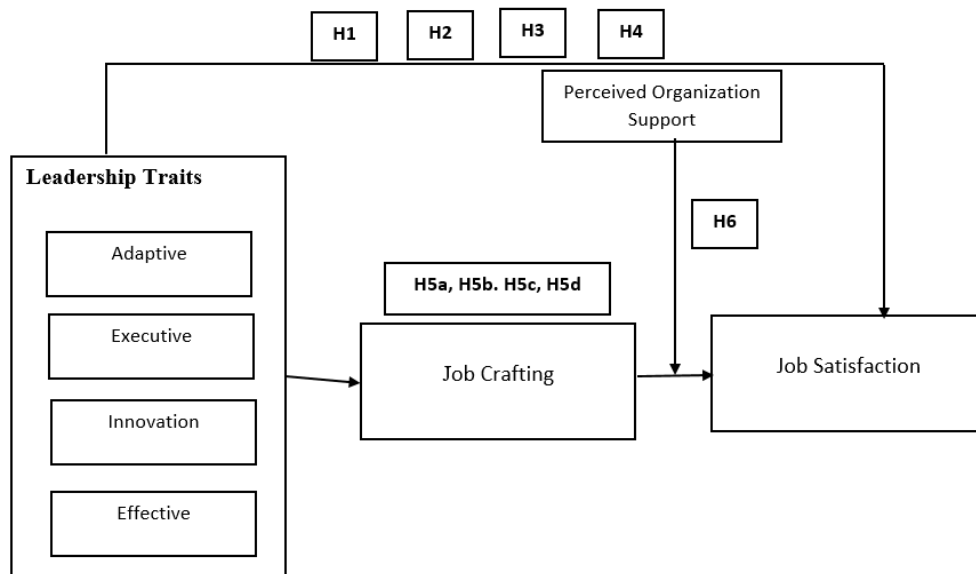


Figure 1. *Theoretical Model*

Methodology

This is a quantitative, deductive, and cross-sectional study. The study examines the causal relationship among underlying variables of the study i.e. Leadership traits (Adaptive, Executive, Innovative, Effective), Job Crafting and Job Satisfaction. The study was conducted on contingent employees working in banking sector of Pakistan. The questionnaire technique was used to collect the data. First, the verbal consent was obtained from the workers to get them participated in the study. The confidentiality was maintained during and after the data was collected through non probability sampling technique i.e. convenience because the population was unknown. Moreover, It's very difficult to obtain the detail about the contractual employees of the banks therefore, the convenience sampling technique best suits the study for data collection. It took two months to collect the data as it was difficult to get their time during their work at banks due to their sensitive nature of job. Moreover, its easy and time effective technique to collect larger data in shorter time. The sample size of the study was 360 for this study. The study used N:q rule (Jackson, 2003; Hair et al., 2009) to determine the sample size of the study. For the study, 5:1 rule was used to determine minimum sample size, there were 54 items in the instruments so as per the rule the minimum sample size was 270. However, total 480 questionnaires were distributed among the respondents, in which 410 was returned back. Among these collected questionnaires, after initial screening, the final analysis was performed on 360 respondents. So, the response rate was 75% for the study.

Table 1
Instruments & Measurements

	Construct	Scale	Items	Deleted	Reliability Alpha
1	Adaptive	Karia & Asaari (2019)	08	04	0.783
2	Executive	Karia & Asaari (2019)	10	04	0.704
3	Innovation	Karia & Asaari (2019)	05	01	0.578
4	Effective	Karia & Asaari (2019)	10	06	0.876
5	Job Crafting	Demerouti (2014)	08	02	0.809
6	Job Satisfaction	Judge, Locke, Durham, and Kluger (1998)	05	-	0.821
7	Perceived Org. Support	Eisenberger et al. (2001)	08	02	0.859

The study used the 5 point Likert scale to collect the data on above mentioned items for all underlying study variables. Some items of the above-mentioned variables (see Table 1) were deleted due to low factor loadings.

Data Analyses

The study used the Smart PLS 4.0 and SPSS for data analysis. First, the demographic analysis was performed by using SPSS and then in Smart PLS 4.0 measurement model and structural model was run to test the hypotheses. Few Items of the respective constructs have been dropped in final analysis due to low factor loadings (Table 1).

Demographics

The data analysis was performed on 360 respondents (see Table 2) through SEM. Among these 360 respondents, there were 69% were male and 31% were female. Most of the respondents were married i.e. 77% and rest were single. There were 31% of the respondents were less than 25 years of age and there is only 13% above 35 years of age. There were 33% were less than 01 year of experience.

Table 2
Demographics

	Description	Frequency	Percentage
Gender	Male	250	69
	Female	160	31
	Total	360	100
Marital Status	Single	280	78
	Married	80	22
	Total	240	100
Age	Less than 25	110	31
	26-30	105	29
	31-35	100	27
	35 Above	45	13
	Total	360	100
Work Experience	Less > one year	117	33
	1-5 years	109	30
	6-10 years	85	23.5
	Above 10 years	49	13.5
	Total	360	100

Measurement Model

In MM, the reliability and validity of the constructs were measured. As shown in the Table 3, all the items which were reliable were used in testing the hypothesis. The table results showed that there exists no issue of validity and reliability in the data. Moreover, the data is free from the discriminant validity issue. The constructs reliability was checked through Item Loadings (For Item level reliability i.e. > 0.6) and for construct level reliability it was checked through composite reliability and Alpha values (i.e. > 0.7). The convergent validity was measured by the AVE values (i.e. > 0.5). The construct discriminant validity was established through the HMTM values (i.e. < 0.85) and Fornell & Larcker Criterion (See Table 3). Moreover, the item level discriminant validity was checked through cross-loadings (See Table 4).

Table 3
Measurement Outer Model

Constructs	Items	Loadings	Alpha	C.R	AVE	Disc. Validity
AD	AD1	0.724	0.78393	0.85	0.589	Yes
	AD3	0.831				
	AD4	0.839				
	AD5	0.660				
E	E1	0.695	0.70468	0.851	0.524	Yes
	E2	0.799				
	E4	0.685				
	E5	0.711				
EX	EX1	0.686	0.876	0.902	0.569	Yes
	EX2	0.782				
	EX3	0.736				
	EX4	0.791				
	EX5	0.755				
	EX6	0.737				
	EX7	0.789				
	EX7	0.789				
IN	IN1	0.732	0.758	0.893	0.566	Yes
	IN2	0.686				
	IN3	0.817				
	IN7	0.769				
JC	JC1	0.720	0.809	0.861	0.509	Yes
	JC4	0.626				
	JC5	0.707				
	JC6	0.710				

	JC7	0.808				
	JC8	0.695				
JS	JS1	0.737				
	JS2	0.759				
	JS3	0.821	0.821	0.875	0.584	Yes
	JS4	0.795				
	JS5	0.702				
POS	POS1	0.736				
	POS2	0.732				
	POS3	0.796				
	POS4	0.790	0.859	0.894	0.586	Yes
	POS5	0.781				
	POS6	0.754				

Note: Threshold level- Indicators Loading > 0.6 (Hulland, 1999; Churchill, 1979); Alpha > 0.7 (Cronbach, 1951), CR > 0.7 (Hair et al., 2006); AVE > 0.5 (Fornell & Larcker, 1981); AD= Adaptive, E = Executive, IN = Innovation, EX = Effective, JC = Job Crafting, JS = Job Satisfaction, POS = Perceived Organizational Support

Table 4
Cross Loadings

	AD	E	EX	IN	JC	JS	POS
AD1	0.724	0.526	0.585	0.306	0.104	0.045	0.077
AD3	0.831	0.273	0.440	0.214	0.093	-0.026	0.068
AD4	0.839	0.297	0.452	0.224	0.069	-0.080	0.026
AD5	0.660	0.342	0.422	0.326	0.012	-0.033	-0.024
E1	0.398	0.695	0.421	0.455	0.177	0.058	0.080
E2	0.317	0.799	0.472	0.518	0.286	0.115	0.182
E4	0.284	0.685	0.438	0.222	0.167	0.090	0.122
E5	0.362	0.711	0.528	0.294	0.177	0.099	0.152
EX1	0.336	0.502	0.686	0.320	0.107	0.086	0.081
EX2	0.479	0.479	0.782	0.326	0.224	0.110	0.125
EX3	0.389	0.401	0.736	0.364	0.185	0.052	0.104
EX4	0.518	0.502	0.791	0.377	0.218	0.107	0.124
EX5	0.517	0.475	0.755	0.315	0.089	0.036	0.014
EX6	0.538	0.498	0.737	0.362	0.121	0.077	0.082

EX7	0.496	0.537	0.789	0.422	0.131	0.090	0.151
IN1	0.222	0.384	0.275	0.732	0.147	0.001	0.105
IN2	0.212	0.411	0.284	0.686	0.075	-0.038	0.046
IN3	0.185	0.448	0.350	0.817	0.136	0.041	0.126
IN7	0.322	0.388	0.459	0.769	0.153	0.100	0.147
JC1	0.075	0.264	0.150	0.170	0.720	0.460	0.438
JC4	0.016	0.143	0.097	0.050	0.626	0.341	0.366
JC5	0.047	0.165	0.136	0.089	0.707	0.237	0.398
JC6	0.082	0.193	0.201	0.088	0.710	0.379	0.435
JC7	0.112	0.267	0.220	0.199	0.808	0.470	0.521
JC8	0.097	0.171	0.125	0.129	0.695	0.448	0.594
JS1	0.044	0.165	0.130	0.068	0.542	0.737	0.376
JS2	-0.005	0.114	0.052	0.087	0.407	0.759	0.443
JS3	-0.049	0.071	0.057	-0.010	0.393	0.821	0.527
JS4	-0.044	0.091	0.110	0.058	0.451	0.795	0.544
JS5	-0.033	0.057	0.079	0.006	0.371	0.702	0.496
POS1	0.052	0.136	0.104	0.089	0.558	0.593	0.736
POS2	0.028	0.116	0.058	0.090	0.435	0.500	0.732
POS3	0.032	0.104	0.112	0.086	0.449	0.480	0.796
POS4	0.079	0.179	0.176	0.143	0.438	0.387	0.790
POS5	0.073	0.193	0.106	0.158	0.518	0.424	0.781
POS6	0.051	0.169	0.101	0.162	0.572	0.439	0.754

Table 5
HTMT - Values for Discriminant Validity

	AD	E	EX	IN	JC	JS	POS
AD							
E	0.627						
EX	0.736	0.820					
IN	0.433	0.703	0.551				

JC	0.119	0.353	0.237	0.206		
JS	0.086	0.175	0.128	0.095	0.670	
POS	0.088	0.240	0.158	0.182	0.763	0.726

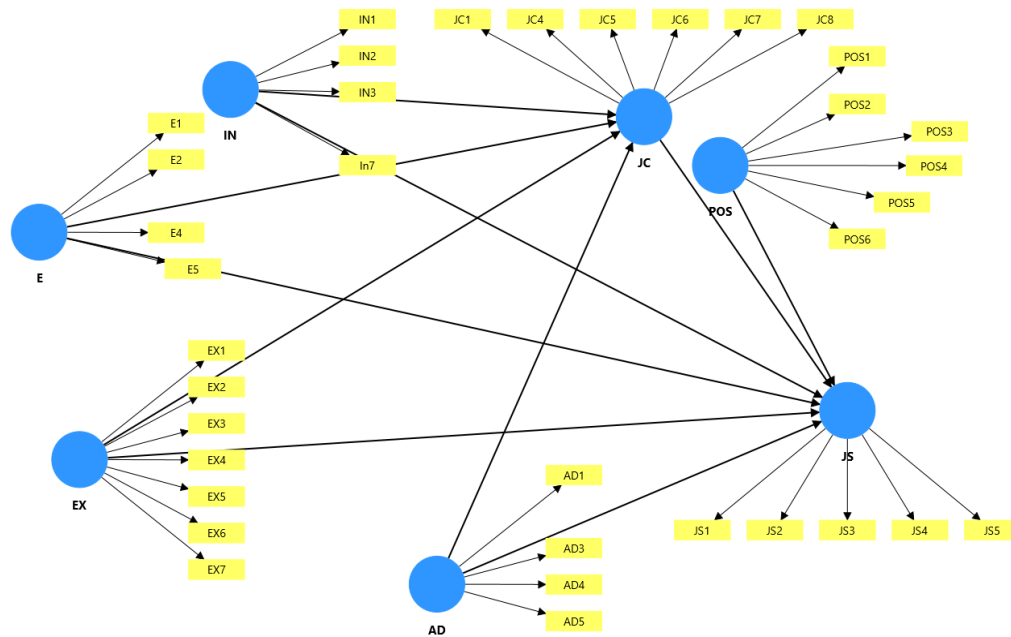
Table 6
Fornell & Larcker Criterion

	AD	E	EX	IN	JC	JS	POS
AD	0.767						
E	0.460	0.724					
EX	0.618	0.637	0.755				
IN	0.320	0.533	0.470	0.753			
JC	0.106	0.291	0.222	0.180	0.713		
JS	-0.025	0.128	0.112	0.053	0.565	0.764	
POS	0.067	0.192	0.140	0.155	0.652	0.629	0.765

Table 7
VIF Values of the items

	VIF
AD1	1.257
AD3	1.684
AD4	2.274
AD5	1.777
E1	1.356
E2	1.364
E4	1.452
E5	1.486
EX1	1.630
EX2	1.802
EX3	1.736
EX4	1.942

EX5	2.133
EX6	2.058
EX7	2.254
IN1	1.442
IN2	1.655
IN3	1.750
IN7	1.308
JC1	1.442
JC4	2.366
JC5	2.537
JC6	1.542
JC7	2.051
JC8	1.852
JS1	1.789
JS2	2.724
JS3	2.489
JS4	2.453
JS5	2.379
POS1	1.500
POS2	1.601
POS3	2.115
POS4	2.314
POS5	2.519
POS6	2.161

Figure 2. *Measurement Model***Structural Model****Table 8**
Hypotheses Testing

Structural Path	β	t	p-values	5.00%	95.00%	Remarks
IN->JC	0.181**	3.093	0.002	0.077	0.288	Supported
IN->JS	-0.068	1.202	0.229	-0.169	0.054	Not Supported
E->JC	0.291*	5.805	0	0.205	0.397	Supported
E->JS	-0.04	0.942	0.346	-0.124	0.046	Not Supported
EX->JC	0.222*	4.747	0	0.147	0.333	Supported
EX->JS	-0.012	0.26	0.795	-0.099	0.079	Not Supported
AD-> JC	0.107	1.119	0.263	-0.137	0.233	Not Supported
AD->JS	-0.085	1.437	0.151	-0.177	0.061	Not Supported
JC-> JS	0.282**	4.874	0.000	0.172	0.397	Supported
POS-> JS	0.449**	7.512	0.00	0.362	0.560	Supported

IN->JC->JS	0.051*	2.568	0.010	0.020	0.094	Supported (Full Mediation)
E->JC->JS	0.082**	3.722	0.00	0.046	0.133	Supported (Full Mediation)
EX->JC->JS	0.061**	3.321	0.00	0.033	0.105	Supported (Full Mediation)
AD->JC->JS	0.030	1.069	0.285	-0.039	0.074	Not Supported
POS*JC -> JS	0.071	1.759	0.079	-0.004	0.154	Not Supported

Note: * = 5%, ** = 1%

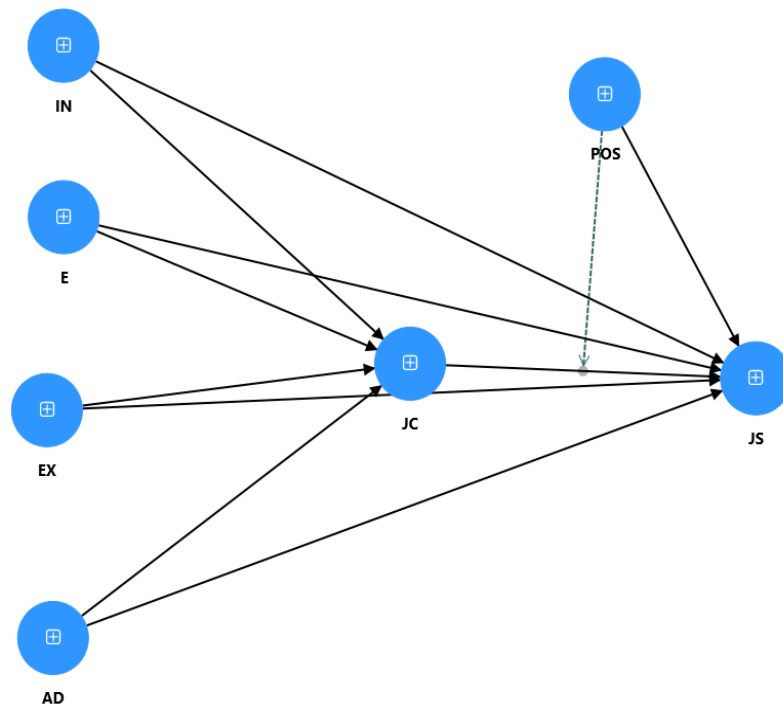


Figure 3. *Structural Model*

In structural model analysis, all direct, indirect and moderation analysis was analyzed and found that there exist no direct impact of all leadership traits i.e. IN, E, EX, and AD on job satisfaction of contingent workers. However, an interesting finding of the study revealed that there exist no direct but all full mediation impact of all leadership traits on job satisfaction through job crafting of employees except one trait i.e. AD (Which is not significant). Moreover, there exist no significant impact of moderation on job satisfaction so this hypothesis was also not supported in this study.

Discussion

The study was undertaken to investigate the relationship between leadership traits and job satisfaction through a mediated moderated relationship, where job crafting was the mediator and perceived organizational support was the moderator. The empirical findings of the study supported all the proposed relationships except moderating role of perceived organizational support.

First hypotheses, where the leadership traits were tested to be directly related to the dependent variable job satisfaction, was not supported. The results establish that leaders' personal traits do not have a direct impact on the satisfaction level of the employees. There are may be other factors which enable and establish the relationship between the independent and dependent variables of leadership traits and job satisfaction. The hypothesis was based on LMX and traits theory, however, the results reflect that in general the contractual employees need a supporting mechanism to establish the proposed link.

The next hypothesis of the study tested the mediation among leadership traits and job satisfaction through job crafting. The hypothesis is also supported, where full mediation between leadership traits, job crafting and job satisfaction exists. This is an interesting insight which highlights that leadership traits influence the satisfaction level of the employees with the interplay of job crafting. Suggesting that leadership traits help job crafting in employees which in turn increase the level of satisfaction among employees. The proactive behavior of the employees shown through job crafting, enhances their sense of purpose at work which in turn translates into increased job satisfaction level. The results are aligned with the theoretical lens of job demands-resources model, LMX and traits theory.

The last hypothesis of the study tested the moderation effect of perceived organizational support between job crafting and job satisfaction based on social exchange theory (Blau, 1964). The hypothesis was not supported in the study, which establishes that perception of organizational support has not role in enhancing the job satisfaction of the employees when they have the liberty to exercise job crafting.

The study theoretically contributes by bridging trait-based leadership and behavioral outcome of job satisfaction. Moreover, the interplay of job crafting further adds to the literature by establishing the link through the same. Apart from the theoretical contributions, the research will be immensely helpful for the practitioners where the can develop programs to educate managers and personnel at leadership positions, learn the leadership traits helpful for positive outcomes for the organization. Furthermore, job crafting will be considered as a means to enable high level of job satisfaction among employees. Organizations will give due importance to these factors, resultantly. These steps are particularly important in the banking sector of Pakistan, where hierarchical culture and firm job roles often hamper autonomy and innovation.

Moreover, turnover intention and lack of commitment is pretty high in the banking sector. These issues are usually derived from lack of job satisfaction among the employees. Organizations pay huge cost due to employee turnover and such issues. Therefore, organizations are keen to find out factors influencing positive job related outcomes. Through this study, organizations will ensure to inculcate positive leadership traits in their top level managerial level employees to ensure job satisfaction among the employees. By aligning leadership practices and support systems with employee behavioral drivers like job crafting, organizations can foster satisfaction and engagement more effectively.

Limitation and Conclusion

The study conducted has few limitations. The data was collected in single wave and single source which may bring common method bias. The data may be collected from multiple sources or multi-wave data can also be reduced the impact of CMV. Moreover, cross sectional study was conducted in this research. In future, longitudinal studies can bring more insights in the research findings. The data was collected from contingent workers, who are only contractual. In future, data may be collected from the daily wagers. Other leadership traits may also be tested in future including servant leadership.

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