

Beyond the Stethoscope: Unpacking Leadership, Motivation, and Job Satisfaction among Nurses in Multan's Hospitals**Zeshan Anjum¹, *Sadam Rasool², Tayyeba Razzaq³, Dr. AR Kashif⁴, Dr. Fawad Hussain⁵**¹Lecturer University of Southern Punjab, Multan, zeshan1514a@gmail.com²Lecturer University of Southern Punjab, Multan, (Corresponding Author) sadamrasool@isp.edu.pk³Ph.D. Management Scholar University of Southern Punjab, Multan, tayyebarazzaq@gmail.com⁴Assistant Professor, University of Southern Punjab, Multan, kashifrauf365@gmail.com⁵Associate Professor, Department of management sciences SZABIST University Larkana fawad.hussain@lrk.szabist.edu.pk**DOI:** <https://doi.org/10.63163/jpehss.v4i1.1113>**Abstract**

Employees' Satisfaction plays a key role in making them productive and performing well according to their institutional agenda. There is a great connection between employees' motivation and satisfaction, which is controlled and monitored by leadership. This paper aimed to examine the impact of leadership and motivation on nurses' job satisfaction in selected hospitals of Multan city in Southern-Punjab, Pakistan with a population of 550 nursing staff members. The quantitative research method was adopted with the help of a questionnaire while the convenience random sampling method was used with a non-probability sampling technique to collect primary data through the questionnaires. These questionnaires were filled up online (76.5%) as well as physically (23.5%) ensuing a response rate of 100% in 230 samples in the available population. Among these received back questionnaires 98.3% responses i.e., 226 questionnaires were considered to be valid for the analysis of data, its validation, and investigation of measurements, and for structural modeling using SPSS and SMART-PLS. Through the study, it is deduced that well-motivated nursing staff led by appropriate leadership style will increase nurses' job satisfaction and is expected to exhibit higher organizational commitment and dedication. The factors like democratic transformational leadership, general motivation, organizational commitment, conscientiousness, and timeline and attendance have a significant association with the job satisfaction of nursing staff. While other factors like transformational leadership and autocratic transformational leadership have no significant impact on job satisfaction of nursing staff. The study also reveals that it is very important for health care leaders to be aware of how leadership styles and motivation affect job satisfaction of nursing staff because these factors influence on job performance, service delivery motivation, and achievement of organizational objectives. The findings of the study may be used in the implementation of strategic policies for enhancing nursing staff's job satisfaction through motivating and appropriate leadership styles. The study demonstrates the influence of leadership style on motivation and job satisfaction of nursing staff in Multan city of South Punjab, Pakistan.

Keywords: Leadership, Motivation, Job Satisfaction, Nursing Staff, Hospital.

Introduction

The satisfied employees keep on contributing to the organization; the systems get upgraded through improvements and become successful (Yee, 2018). The leader plays an awfully imperative part in any organization and do have a long-lasting and critical effect on the job satisfaction of employees. Employees become dissatisfied if they are not compensated, appreciated, led in the most suitable manner, motivated and recognized, etc. (Haq & Hasnain, 2014). The most dangerous factor for all the professions is dissatisfaction. And it is even more miserable if it is in the profession of health care (Dogan & Anil, 2016). The most crucial thing is to be satisfied with the job and the environment or place where you are working. Worker performance is the main thing that promotes their values as well as attitudes. Cheng (2002) concluded that satisfaction has an impact on employee's theoretical as well as administrative routine and this ultimately affect their performance (Khajehpour et al., 2026). The success of an organization depends on the job satisfaction of employees and their wellbeing level in the working environment. Dachapalli and Parumasur (2012) showed that higher motivation is linked with an increased level of job satisfaction among employees. When dissatisfaction is faced, the employees become afraid that they may be dismissed one day and it will persuade lesser retention to stay with the organization (Sverk, Hellgren & Naswall 2002). Kimathi (2017) mentioned that the leadership style becomes one of the major factors to consider because leadership plays a vital role. The study sought to find the effects of leadership style on employee job satisfaction in private and public organizations. Chipunza and Malo (2017) indicated that the employees were satisfied with their leader's support which they received in the relevant departments. Ilyas & Abdullah (2016) mentioned that leadership is a challenge to persuade and encourage to all employees to be en-theistically willing to work and achieving the goals set by the organization. For the reason that without leadership, an organization will experience confusion and. So, leadership style and motivation directly as well as indirectly affect job satisfaction (AbuAlRub et al., 2026).

Leadership

Irwan, et. al, (2020) wrote about leadership fashion that it incorporates a critical impact on expanding work fulfillment so that it has suggestions for making strides worker execution. Additionally, Irwan, et al. (2020), said that administration and work inspiration demonstrated to have a positive and critical impact on work fulfillment. Administration encompasses a more significant impact than work inspiration on worker's work satisfaction. Soliman (2020), described administration impact on work fulfillment, which appears that the way better the authority connected within the office of cooperatives empowers the leadership and pointedly affects the transfer of technological changes. Khan, Khan, Moin & Pitafi (2020), stated that psychopathologic leaders have undesirable impacts at employees' behavioral outputs, such as being satisfied and intentions for turnovers. Nevertheless, these relationships are lesser in the organization possessing a lesser level of psychopathic culture and efficient implementations of the human resource program. Mufti, Xiaobao, Shah, Sarwar & Zhenqing (2019), demonstrated that there exists a positive noteworthy connection between transactional leadership style and job satisfaction. This proposes that in some cases leadership ought to move the style between transactional and transformational concurring to the condition of place of work. Islam, Ahmed & Ali (2019), explained that concurrently the styles of leaders, the motivational level at place of job, and abilities to perform a job had effects on job satisfaction of employees. Palupi, Cahjono & Satyawati (2017) wrote that leaders' style affects employee commitment with the organization; the commitments affect employee job satisfaction. Leaders' style affect trust in leaders; the trust in leaders affect employee job satisfaction; thus, trusts in leaders mediate the effects of leaders on employee job satisfaction; commitments with the organization mediate the effects of leaders on employee job, satisfaction and hence the leadership style has effects on the employee job satisfaction. In my understanding leadership style is the way out with which the employees are led and dealt with. It,

directly and indirectly, impacts the job satisfaction of employees. The direct impact can be stated as the way a leader leads and deals with the employees according to their work environment, the needs of the job being performed, and the psyche of the employees. On the other hand, talking about the indirect impact of leadership, it affects the job satisfaction of employees through the trust or distrust or misconceptions build-up due to the leadership style and effects of such trust or misconception being realized after completion of some specific tasks. Another example of the indirect impact of leadership style flaws in some decisions which appear after implementation of those decisions, etc. Perceptibly, the leadership style should be well-thought-out synchronously by the administration. It will result in improved job satisfaction with retaining the jobs by the employees and several additional reliefs like correct conduction of organizational actions and procedures, better working associations among staff and contemporaries, greater devotion and goodwill for the organization.

Motivation

Motivation can be termed as the regulator which makes individuals to perform well in order to achieve some explicit objectives (Sundiman, Wu, Mursidi & Indahingwati, 2019). Motivation can be defined and described as the sum of powers in an individual that may govern the levels, directions, and determination for efforts the employees demonstrate at work (Mullins, Menguc & Panagopoulos 2019). Motivation refers to a readiness to spend a higher level of exertion toward organizational objectives conditioned by the capacity of the exertion to meet an individual's needs (Robbins & Judge, 2015). Employee possessing higher motivation tends to generate differences at the workplace such as meeting the coming objectives Mao, Nergui & Chang (2020). Motivation is characterized as an activator or motivation in people that can cause, coordinate, and organize behavior (Darmawan, 2013). Motivation is demonstrated to be able to empower employees to extend job satisfaction. Conferring to Thomas (2016), roughly the features which influence motivation are loving the occupation for intrinsic motivation, and pay and additional edification for extrinsic motivation. Concurring to Bunchoowong (2015), more motivational features an employee are “reimbursements, bonuses, societal safety, collective accidental coverage, professional development, decent work atmosphere, responsive contemporaries, and healthy work-family life. Representatives with motivation are considered a key to the victory of any organization (Yasrebi, Wetherelt, Foster, Afzal, Ahangaran & Esfahanipour 2014). As motivation features a critical impact on work-related conduct, it is considered a profitable concept in examining an organization (Chen, Yang, & Tang 2013). Studies conducted by Ihsani and Wijayanto (2020) states that motivation includes a positive and critical impact on work satisfaction, which suggests the higher the motivation the higher the tendencies for workers to feel job satisfaction (Syamsir, 2020; Nasution, Setiawan & Lubis, 2020). The motivation which incorporates intrinsic motivation coordinates direction, distinguished directions, and interjected directions is able to progress the worker's job (Hartati, 2020). According to Legault, (2016) intrinsic motivation can be termed as the assignation in attitude that is intrinsically substantial or pleasing. Hence, intrinsic motivation is well-thought-out to be an important feature determining the pre-emptive energies of employees at the workplace (Ganjali and Rezaee, 2016). With this in intellect, intrinsic motivation prompts alluring and wonderful conduct in a movement, coming about in inner fulfillment and joy for the entertainer of the activity (Reeve, Lee & Woogul 2014). The findings also advise that motivation features a positive and critical impact on job satisfaction of employees Stefurak, Morgan & Johnson (2020). This implies that the higher the Motivation of workers, the simpler it'll be for workers to extend their fulfillment at work. According to my understanding, both of the two types of motivations i.e., intrinsic and extrinsic motivation play a vital role in the job satisfaction of employees. These are demonstrated through employees' love towards their job, sense of achievement, admiration, recognition, and appreciation upon fulfillment of an outstanding job. As general motivation is being discussed in this study it can be boosted through coverages of

insurance, handsome salary packages and remunerations according to the job, etc. Obviously, the motivation should be well-thought-out concurrently in organizations. It will result in increased job satisfaction with retention of employees and many other benefits like smooth conduction of organizational activities and operations, better working relationships among employees and colleagues, enhanced loyalty and goodwill for an organization the employees are working in.

Job Satisfaction

Job satisfaction is one of the crucial roles of the human resource and administration department in organizations (Cho, 2020). It states the constructive behavior of workers in organizations to the responsibilities allocated to them from organizations. With possessing a higher level of job satisfaction, the employees in organizations accomplish their task to the maximized level of their satisfaction (Riana 2018). Similarly, Riana, (2015); Samuel, Siagian & Octaviann (2017) and Riana (2018) stated that the well-motivated and satisfied workers perform well in the organizations. Bhatti, Maitlo, Shaikh, Hashmi & Shaikh (2012) stated that job satisfaction discusses the states one is pleased on performing the works assigned or the optimistic and emotive states of the employees next to the appraisals of jobs and performances. Job satisfaction is extensively deliberated in the research areas of organizational behavior and is usually adapted as one of the affecting variables that result after the assessments of individuals experiences at job (Fritzsche and Parrish, 2005, Lapierre, Spector, Allen, Poelmans, Cooper, Driscoll, Sanchez, Brough & Kinnunen 2008). Job satisfaction is the reaction of employees about their organization or occupation. It is gratification or positive emotional state resulting from a review of one's job experience (Akdol & Arikboga, 2015). Dogan et al., (2016) found that job satisfaction could be improved by communication among colleagues. The authors added that good leadership style, motivation, and following the timelines with rewards can also make the employees satisfied. It can be explained as through level of clemency and gratification of employees do have with their job, tasks, and duties. Saleem (2015) noted that job satisfaction is the logic of arrogance and internal execution achieved when doing a particular job. It's measuring scale to evaluate the level of satisfaction of employee regarding their job which cover different factors like leadership, motivation, rewards, salary, promotion, and colleagues. In addition to all these factors, employee satisfaction can also lead to employee loyalty and better-satisfied employees have fewer turnover rates (Losty et al., 2026). Through above discussion it is obvious that the job satisfaction of employees in any the organization doesn't depend only upon the leadership and motivation but also upon other miscellaneous factors like compensation, bonuses, increments, performance awards, gratitude, indebtedness, appreciation, the relationship among colleagues and career growth of the employees, etc. Here in this study, the focus is made to know the impact of leadership and motivation on job satisfaction. It is noticeable that both motivation and leadership style boost the job satisfaction of employees. This boosted job satisfaction in turn boosts employees' loyalty and their attachment with the organization and employees' overall performance in the organization.

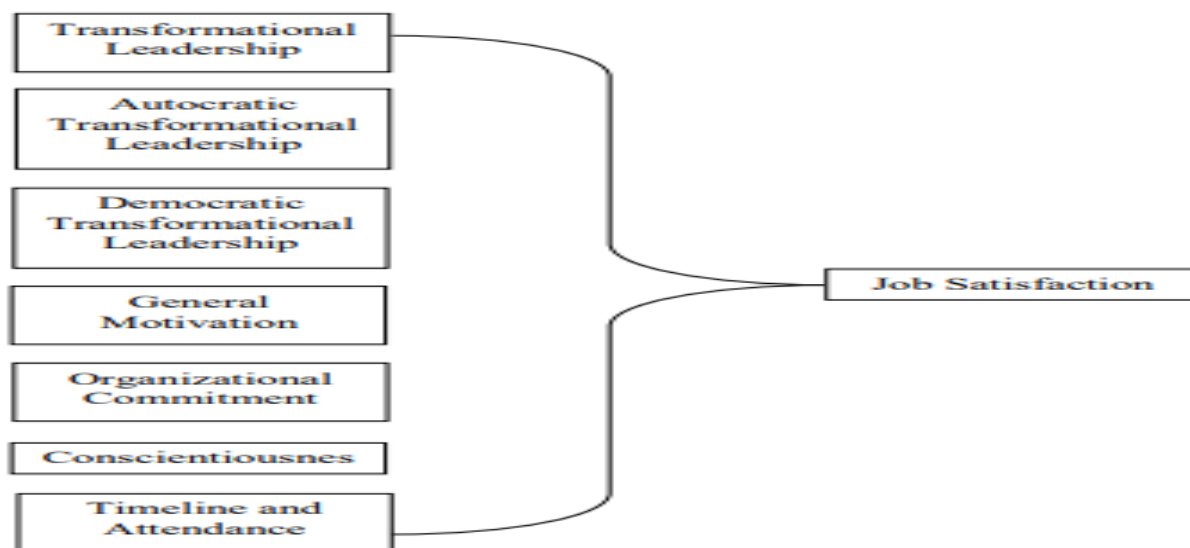
Methodology

This study was conducted using questionnaires to analyze the hypotheses in Multan city of South Punjab, Pakistan. The unit of analysis was nursing staff in the city. It comprised of 230 samples in total from a population of 550 individuals as defined by Sekaran and Roger (2012) that for a population size of 501 to 550 the required sample-sized is 230. Convenience random sampling method with non-probability sampling technique was used to collect primary data online (76.5%) as well as physically (23.5%). The response rate of 98.3% with 226 filled-up questionnaires was considered to be valid for the analysis of the data. The structural equation model method was utilized to validate the study and the association among constructs. The model developed to

examine the job satisfaction of nursing staff through leadership and motivation is given in figure 01.

Figure 01

The questionnaire for leadership was adapted from (Vann, Coleman & Simpson, 2014) and for



motivation and job satisfaction it was adapted from (Musinguzi, Namale, Rutebemberwa, DahalNtege & Kekitinnwa, 2018). SPSS was used to analyze the demographics and Smart- PLS was used to analysis of the measurement and structural models. The unit of analysis was nursing staff with the age range of 20 years and above from public, semi government, private and welfare hospitals of Multan city.

Demographic Profile

Among the respondents 19.9% were male, 54.3% were married, and 66.8%, 23%, 9.3%, and 0.9% were in the age range of 20 to 30, 31 to 40 and 41 to 50 or above years, respectively. 45.6%, 46.5%, 5.8%, 2.2% were Sari-ki, Punjabi, Balochi, and another language speaking, respectively. 2.6%, 20.1%, 57.6%, 18.8%, 0.9% was qualified as Matriculate, intermediate, bachelors, masters and PhD, respectively. 4.8%, 82.8%, 10.6% and 1.8% were from private, government, semi-government, and welfare hospitals, respectively. There were 21.9% less than 1 years; 25.9% have 2 to 3 years; 24.1% have 4 to 5 years and 28.1% have 6 and above years of experience.

Results

Tests for validity, reliability, and structure analysis were done on the data. The validity test was performed to evaluate either the AVE value was greater than 0.5 or not. Discriminate analysis was performed to check whether the values of the square root were higher than the correlation score of every construct. The outer loading of almost every construct was higher than 0.7. The reliability test was performed by analyzing the composite reliability which had to be higher than 0.7 (Hair, Hult, Ringle & Sarstedt, 2014). The results for validity and reliability test are shown below in table 4.10. It can be observed that the AVE value, outer loadings, and composite reliability values were found to be satisfactory according to (Hair et al., 2014).

Variables	Codes	Actual Outer Loadings	AVE	Composite Reliability	R Square	Cronbachs Alpha
Autocratic Transformational Leadership	AUTOTRSLDR 1	0.9876	0.93951	0.978974		0.967589
	AUTOTRSLDR 2	0.986383				
	AUTOTRSLDR 3	0.932852				
Conscientiousness	CONSC1	0.870797	0.73445	0.916679		0.877552
	CONSC2	0.952305				
	CONSC3	0.793385				
	CONSC4	0.801983				
Democratic Transformational Leadership	DEMTRNLDR 1	0.901358	0.91462	0.969774		0.952876
	DEMTRNLDR 2	0.984079				
	DEMTRNLDR 3	0.981322				
Job Satisfaction	JSAT1	0.889705	0.72269	0.968635	0.766336	0.963928
	JSAT10	0.784627				
	JSAT11	0.973139				
	JSAT12	0.973674				
	JSAT2	0.878824				
	JSAT3	0.973028				
	JSAT4	0.864593				
	JSAT5	0.748468				
	JSAT6	0.760397				
	JSAT7	0.695749				
	JSAT8	0.732957				
	JSAT9	0.86238				
General Motivation	MOT1	0.937107	0.72188	0.885504		0.806854
	MOT2	0.7664				
	MOT3	0.836727				
Organizational Commitment	ORCOMT1	0.793576	0.6981	0.901977		0.854865
	ORCOMT2	0.86792				
	ORCOMT3	0.9124				
	ORCOMT4	0.759536				
Timeline and Attendance	TIMLNATT1	0.925918	0.88187	0.957231		0.93279
	TIMLNATT2	0.971072				
	TIMLNATT3	0.919398				
Transformational Leadership	TRANSLDR 1	0.975049	0.85941	0.947991		0.917061
	TRANSLDR 2	0.975478				
	TRANSLDR 3	0.822161				

Table 01

Given above table 01 shows the AVE of each of the latent variables and squared multiple correlations (R^2) for the endogenous constructs. Basically, R^2 measures the percent of the variance explained by the independent constructs in the model. The values of R^2 for the studied model were found to be 0.766 (76%) which shows strong effect size (Moore, Notz & Flinger, 2013). It depicts that the 76.6% job satisfaction can be elaborated by leadership and motivation and the remaining

part can be elaborated by other variables which are not discussed in this study. The outcomes achieved were linked to testing the hypothesis using a t-test as shown below in table 02. The results for the discriminate validity were found to be satisfactory as are shown in the table.

Hypothesis	Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR) P-Value	T Statistics (O/STERR)	Accepted / Rejected
H1a	Autocratic Transformational Leadership -> Job Satisfaction	0.018284	0.020663	0.034434	0.034434	0.53097	Rejected
H1b	Conscientiousness -> Job Satisfaction	0.302001	0.293059	0.055719	0.055719*	5.420051**	Accepted
H1c	Democratic Transformational Leadership -> Job Satisfaction	0.381486	0.378533	0.081039	0.051039*	4.707412**	Accepted
H2a	General Motivation -> Job Satisfaction	0.08069	0.077953	0.029472	0.029472*	2.737881**	Accepted
H2b	Organizational Commitment -> Job Satisfaction	0.053452	0.052457	0.018791	0.018791*	2.844625**	Accepted
H2c	Timeline and Attendance -> Job Satisfaction	0.071017	0.071698	0.020619	0.020619*	3.44427**	Accepted
H2d	Transformational Leadership -> Job Satisfaction	0.017661	0.02513	0.042325	0.042325	0.41726	Rejected

Table 02

Latent Variables	Autocratic Transformational Leadership	Conscientiousness	Democratic Transformational Leadership	General Motivation	Job Satisfaction	Organizational Commitment	Timeline and Attendance	Autocratic Transformational Leadership
Autocratic Transformational Leadership	0.9692812							
Conscientiousness	0.759253	0.8570018						
Democratic Transformational Leadership	0.797199	0.935392	0.9563556					
General Motivation	0.75898	0.886557	0.921367	0.849637				
Job Satisfaction	0.703724	0.851651	0.863223	0.822623	0.8501123			
Organizational Commitment	0.683382	0.804568	0.814436	0.838521	0.743852	0.8355262		
Timeline and Attendance	0.62785	0.745216	0.772885	0.74147	0.70688	0.655966	0.9390767	
Transformational Leadership	0.547383	0.649166	0.674165	0.642608	0.60154	0.565347	0.543075	0.9270431

Table 03

Construct Reliability

As an evaluation of a construct's internal consistency construct reliability evaluation normally emphasizes on composite reliability (Hair, Sarstedt, Ringle & Mena 2012). Apart from Cronbach's alpha, composite reliability does not consider that all indicators are similarly reliable, creating it more suitable for PLS-SEM, which prioritizes indicators according to their reliability during model estimation (Hair et al., 2012). Reaching reliable measures is essential for establishing validity, particularly given the dynamic nature of social science as Nunnally (1978) interpreted reliability as "the extent to which measurements are repeatable by the same individual using different measures of the same attribute or by different persons using the same measure of an attribute" (p. 172). In PLS-SEM reliability is measured using Cronbach's Alpha and composite reliability (CR). PLS-SEM prioritizes indicators (constructs) according to their reliability during estimation (Hair et al., 2012), table 01 above and figure 02 below shows the results of the measurement model.

Discriminant Validity

Discriminant validity is the degree to which the construct does not correlate with conflicting constructs from which it is considered to differ (Malhotra, Kim and Agarwal, 2004). Fornell and Larcker (1981) recommended that the square root of AVE in each latent variable can be utilized to establish discriminant validity to check either the value is greater than other correlation values between the latent variables or not. To do this, a table was formed in which the square root of AVE was written in bold on the diagonal of Table 3 above. The shown above results indicate that discriminant validity is well established for this study. The discriminant value is satisfactory against job satisfaction.

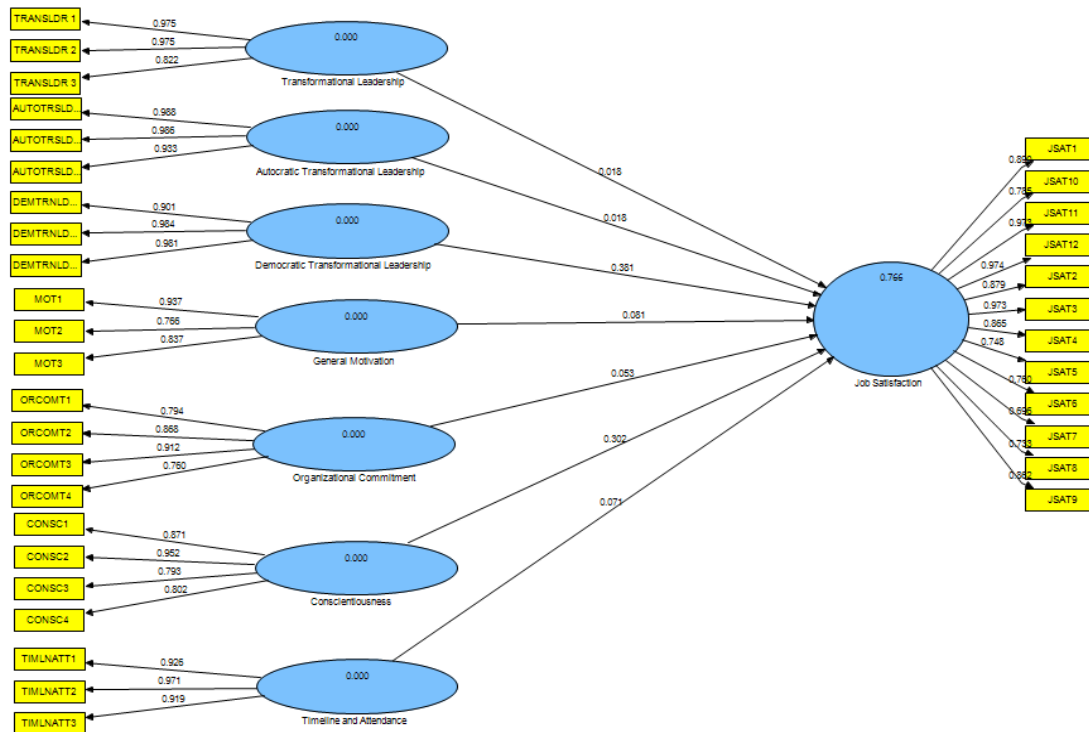


Figure 02

Loading

From the below table 04 it can be seen that none of the items are showing a value of factor loading below 0.5. As suggested by (Hair, Babin, Anderson, & Tatham, 2006), items below 0.5 should be dropped in order to improve the average variance extracted (AVE) value. They further explained that dropping values below 0.5 is necessary to remove errors in measurement thus improving overall SEM model fit. It was not needed here. So, the factor loadings after none of the items were deleted can be seen in above figure 02 i.e., measurement model, and in above table 03.

Codes	Actual Outer Loadings	Codes	Actual Outer Loadings
AUTOTRSLDR ₁	0.9876	JSAT6	0.760397
AUTOTRSLDR ₂	0.986383	JSAT7	0.695749
AUTOTRSLDR ₃	0.932852	JSAT8	0.732957
CONSC1	0.870797	JSAT9	0.86238
CONSC2	0.952305	MOT1	0.937107
CONSC3	0.793385	MOT2	0.7664
CONSC4	0.801983	MOT3	0.836727
DEMTRNLDR 1	0.901358	ORCOMT1	0.793576
DEMTRNLDR 2	0.984079	ORCOMT2	0.86792
DEMTRNLDR 3	0.981322	ORCOMT3	0.9124

Table 04

Hypothesis Testing

The research question was to investigate the impact of leadership and motivation on job satisfaction of nursing staff. As PLS-SEM is considered as soft modeling the approach was employed as a finalized model after resolving the reliability and validity in the previous section. The proposed hypotheses are tested using this finalized model as summarized in table 2 above. The hypotheses developed in this study were tested for significance (T-test) and are explained as under. The results in the above table show that hypothesis H1a shows the value for t statistics in less than 1.96 ($T=0.53097 < 1.96$). It means that the autocratic transformational leadership Style does not have a significant association with job satisfaction. So, hypothesis H1a is rejected. The results for hypothesis H1b show the value for t statistics in greater than 1.96 ($t=5.420051 > 1.96$). It means that conscientiousness does have a significant association with job satisfaction, the hypothesis H1b is accepted. The results for hypothesis H1c show the value for t statistics is greater than 1.96 ($t=4.707412 > 1.96$). It means that the democratic transformational leadership style does have a significant association with job satisfaction. So, the hypothesis H1c is accepted. The results for hypothesis H2a show the value for t statistics in greater than 1.96 ($t=2.737881 > 1.96$). It means that general motivation does have a significant association with job satisfaction, the hypothesis H1c is accepted. There is a significant relationship between organizational commitment and job satisfaction ($t=2.844625$) because the T-statistic is greater than 1.96. The relationship between organizational commitment and job satisfaction is positive, the hypothesis H2b is accepted. There is a significant relationship between Timeline and Attendance and job satisfaction ($t=3.44427$) because the T-statistic is greater than 1.96. The relationship between the timeline and attendance and the job satisfaction is positive, the hypothesis H2c is accepted. The results of the Smart-PLS show there is no significant association between transformational leadership style and job satisfaction ($t < 0.41726$) because the T-statistic is less than 1.96. It indicates that transformational leadership style does not have a significant association with job satisfaction, the hypothesis H2d is rejected. PLS-SEM is considered as a soft modeling approach and was employed as a finalized model after resolving the reliability and validity in the previous section. The proposed hypotheses are tested using this finalized model. Table 3 provides more details of the analysis.

Discussion

The outcome is in line with the findings accompanied by Sobaih & Hasanein (2020) that motivation plays an imperative part in expanding worker's job satisfaction. Hence, motivation is one of the key factors for the work to be carried out according to set standards and objectives by employees in an organization. For example, the well-motivated nursing staff will take more care of the patients admitted in their workplace and the profitability of the organization will be increased.

The results of this study are in line with findings by Mishal, et al. (2019) also, who demonstrated the mental strengthening of workers following a leader with transformational leadership style increments fulfillment towards their work. Say some enthusiastic nursing staff members realize value addition in their skill set at work will perform far better as compared to those who don't realize such additions. Because of such effective realization, the job satisfaction of the nursing staff will also be increased. Hence, as a result, such nursing staff will become a reason of increased profitability, higher revenue, improved goodwill of customers, and increased sustainability of the health care center they are working for.

Major limitations include a fewer number of hospitals visited for the survey and a lesser number of questions in the questionnaire. I believe that more hospitals should be taken into consideration for this study. Likewise, the number of questions in each part of the questionnaire should also be increased. In my understanding, the addition of more hospitals will not only enhance the population and obviously, the sample size but also the increased number of questions in the questionnaire will improve the accuracy and reliability of the study. Definitely, it will help organizations, especially the health care systems to understand and actualize the importance of motivation and job satisfaction of their nursing staff as well as to improve their leadership style. This in return will boost the productivity, attention of customers, and efficiency of the system under consideration.

More variables like organizational culture and commitment, the impact of reward and recognition, incentives and bonuses, employees' retention their performance and competencies, other different leadership styles, organizational politics, and work-life balance can also be added in this study to have deeper knowledge and for extension of theoretical as well as practical work in this domain. Similar research can be carried out in different other business environments to know the impact of leadership and motivation on employee job satisfaction. Further research is recommended for the rest of the hospitals in South Punjab. This study was conducted in a city, so the employees may possess job satisfaction because of their convenience such as accessibility to their working station, residence, and preferences in the city, etc. There is also a need to carry out a similar but comparative study in rural areas also.

Moreover, there should be policy implications for leadership styles and motivation of employees by the human resource management practices and administrators of an organization. Thus, a conducive social environment needs to be created in the work environment to enhance job satisfaction of nursing staff.

Conclusion

Leader of the nursing staff is very important to be aware of how leadership styles affect nurses' job satisfaction because they may influence their progress. The conclusion drawn from this study is about leadership style, work motivation, and job satisfaction of nursing staff. There is no significant association between transformational leadership style and autocratic transformational leadership Style with job satisfaction; whereas, democratic transformational leadership style is one

of the most potent contributors followed by job satisfaction. It would be deduced that nurses who experience job satisfaction are expected to exhibit a high commitment to their organization. Therefore, democratic transformational leadership style, general motivation, conscientiousness, timeline and attendance, style, and organizational commitment are the related concepts that affect the job satisfaction of nursing staff. Improvement in leadership style relates to improvement of job satisfaction of nursing staff.

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