

## How Value Based Leadership Influences Logistic Support Services and Employees Satisfaction?

**MUSHTAQ AHMAD**

Research Scholar Gandhara University Hayatabad, Peshawar

Email: [mushtaq.ahmad678@gmail.com](mailto:mushtaq.ahmad678@gmail.com)

**MUHAMMAD GHAYYUR**

Research Scholar Institute of Management Sciences Hayatabad, Peshawar

Email: [pec.ghayyur332@gmail.com](mailto:pec.ghayyur332@gmail.com)

---

### *Abstract*

*Leaders in organization stimulate the workforces and define the aligned working approaches for the well of all stakeholders. Value based leadership manage the strengths of the organization in effective and efficient ways to produce good well for all. The research study examined the operational status of value based leadership in relation with logistics support and employees satisfaction. Total number 127 respondents have been examined for the proposed research objective. It is found the industrial estate of Hayatabad Peshawar consists of diversified nature of organization in different products. The leaders are using different approaches to raise the productive condition in effective ways. Value based leadership found with positive coefficient value of 0.356 and significant t-test above the tabulated value that proven the acceptability of the stated hypothesis in the favor of value based leadership for logistics support. While value based leadership again found with positive impacting value of 0.072 comparatively low with reason the some employees are not happy with the working approaches of the leaders. Therefore the impact of the value based leadership on the employees satisfaction found as low and significant. The whole research process has been examined on the basis of primary data that has been converted to quantitative form with help of time tested research questionnaire.*

**Key Words:** Leadership, Value, Logistic Employees and Satisfaction.

---

### **Introduction**

Organizations are composed of different resources and focus to work for desired and influential outcomes and associated direct and indirect stakeholders. The working organizations with different dimensional aspects are proving to remain productive with enriched resources and skills of the diversified workforce. The workforces are supposed to perform their desired roles in different times with different directions. Therefore the role of leadership is highly important one to guide, motivate and organize the employees in one direction for the productive capacity building in different times. The organizations that possess such type of influential and productive people are found to have productive leadership and to align right strategic human resource strategies with the vision and mission statements. The leadership the produce equality based values for the all the internal and external stakeholders are found to produce value for the whole organization and such type of leaders are found as value based leaders. There are different operational activities in the organization that are supporting the overall operations and tasks for the final outcomes. To provide sustainable long term attitude towards the operations of the organization the role of value based

leadership is found highly significant. Value based leadership and its association with logistic support is worthy in terms of attaining the right mechanic and transportation parameters to excel and match the operational activities for the planned outcomes. Leadership influences other subordinates these are sometimes found with positive consequences and sometimes negative and the role of value based leadership proved with a positive influential consequence at the workplace. Therefore the applications at the executive levels of the organization develop an environment for the application of the productive HR practices that promote mutual benefits on equality and justice bases. Logistics support is contributing mainly on the mobilization of manufacturing, manufactured, merchandised and other resources mobilization among the departments and outside organizations. Amalgamation of the value based leadership and logistic support for employees are contributing more effectively with logical reason that the distribution of work, responsibility definition, mechanic support, mobilization of resources, remunerations and career prospects all are defined and planned on time with right application system to promote the skills for the all in organization. The workforce and such type approaching strategies are additive in employees satisfaction and once the employees with satisfactory state of mind contribute efficiently and additively in the current and future market challenges. Therefore the research study is planned to examine the application of the value based leadership at workplace of private sector organization of the industrial estate of the Hayatabad Peshawar and its association with logistic side and employees' satisfaction. The role leadership is prominent on the followers and the followers are found prominent of output building.

### **Problem Statement of the Study**

Employers and employees are private sector are mainly associated to produce more with less means to bring maximum efficiencies at the workplace. One of the reasons is the scarcity of resources and profit maximization motive. Leaders with right influential initiatives are significantly influential to align the HR with right demands and competencies at workplace. In case of missing with such approach the employers and employees both are found non productive and cost raising condition. Therefore one the HR related issue confronted by the organization to matching and executive level learning, productive and remunerating conscious HR strategies to uplift the logistic structure and employees satisfaction for the better prospects and strengthen the competitive position of the of the organization. To understand the application and gaps between leaders and subordinates their association with logistic structure and employees satisfaction it is important to examine preliminary data based research to understand the real situation about this phenomenon.

### **Purpose of the Study**

The research study is pursuing the purpose to examine the role of value based leadership for the aligned logistics system and employees satisfaction system at workplace in the industrial estate of Hayatabad Peshawar in with different leadership and working structure. The industrial estate of Hayatabad providing lot's of private sector employment and career prospects opportunity and has influential logistic structure. Therefore the areas have been chosen to be examined for the proposed purpose. Some of the supporting objectives have already been develop to approach to the overall purpose of the research, these are as under:

- To find out the application of the value based leadership
- To find out the application of value based leadership for aligned logistics structure
- To find out the application of value based leadership for employees satisfaction
- To develop workable recommendation for further improvement and development in near future

### **Significant of Research Study**

The research study is influential and productive in case of identifying the role of value based leadership the its effecting results on the logistics and employees satisfaction. These are taken with critical reason that employees are influenced by the executive leaders or immediate bosses and the followers are required to be

guided with right and positively forcing convincing powers. As the leaders are contributing effect fully in right direction then the followers would be contributing and effect fully towards the end results and targets. The role of logistic support is found as a bridge and supporting unit to promote the and develop coordination inside and outside system of the organization and strengthen the output system with hybrid structure.

### **Limitation of Research Study**

The research study is confronted with some limitation that are found be influencing negatively for the final outcomes. These the timeframe as the time frame is limited and short while the research studies are not bound with time, the research works improve and the findings become more valid authentic with the passage of time. The accessibility to valid and reliable information as the data is mostly primary therefore sometimes the employers and employees hide the realities for the personal and organizational matters. Therefore the valid and confidentialities are found some the issues to approach the right data on right time with right tools for the primary data. The tools that are to be taken as primary tool to collect the best possible valid data, therefore this might be one reason that some employers and employees might rank and measure the statement with one approach or mentality while the other might with some other. The approachability to the desired respondents might be another factor here to consider as in the industrial estate sometimes the respondents with condition from the executive are not suppose to share their point of views and other related information with outsiders they consider it a sort of data collector from the government side or competitor threats. Therefore the primary data collection might face this as influencing factor to approach to the desired data with best possible tool and respondents.

### **Literature Review**

#### **Value Based Leadership**

Value based leadership understand the importance of value in term of associated stakeholders with the organization. Internal and external stakeholders are motivated to fulfill their needs in a deserving way. Value based leadership influence internal operations and their alignment with the desired objectives. To promote the organizations and work in effective and efficient value based leadership is a significant one (Hartline et al. 2000).

According to Singh and Sirdeshmukh (2000) and Meyer and Collier (2001) proved the role of HR influential and valuable when value based leadership exist in the organizations. value based leadership implement HR centered policies that promote the employees satisfaction. On the other side value based leadership work for the needs for technological development and logistics requirements. The research work of Goldstein (2003) examined the significance of value based leadership valuable in form of HR development and logistics strengthening. The research study has been conducted on hospitals and it is proved that the patients, medical staff, operations theaters and other related operational requirements are maintained with changing needs. The workforce is trained for the changing medical requirements. The net outcomes due to strategically fit efforts of value based leadership are found distinctive and competitively strengthful. According to Jung and Sosik (2006) research the role of leaders in the organizations and found that leaders regularly monitor the operational requirements, developmental needs, logistics developments, and motivation of the workforce towards the better future and better results. The roles of such kinds of leaders are really realistic and innovative known value based examined the development of positive driven force in the workforce is an important and influential work related activity. It promote employees work focus attitude and develop HR competencies. Leadership in the organizations understands the role of such type of activities for better future of the organizations along with best match of operational technology from logistic side. Thus these types of leaders are promoting the overall value of the organizations and the leadership approach is known as value based leadership.

According to (Koys 2001) recorded the impact of leaders positive for resource mobilization and building towards constructive initiatives and accumulated efforts. Therefore leader roles are strictly considered associated and affective. Logistics that influence the productive capacities and found additive to meet demands of the market of the customers' leaders regularly examine the markets to understand the actual demands through logistics management and realistic supportive activities (Bagozzi 1980). Logistics and control on the logistics are important for the improvement and raising the strengths of the working organizations in better and affective forms. Logistics management with aggressive and integrative leadership found contributive for the mutual objectives of the associated stakeholders (Iaffaldano and Muchinsky (1985). The organizations where the roles of the leaders are considered affective for the effective management of the logistics and the satisfaction of the employees that organizations are found good in the productive capacities building (Chase and Bowen (1991). The research work of the (Kaplan and Norton. 1996) documented the impact of leadership dimension as affective and positive for the resource building and constructive working in the uncertain times and situations. The leaders develop a working culture for the serving customers in motivated and coordinated manners to promote the organization at its best (Camerer and Hogarth. 1999).

According to (McCartan-Quinn and Carson 2003) found that leadership is influential for the development of the organizations and production increasing. The association of the leadership roles found positive and impact oriented in the changing times. Leaders are not only influencing the subordinates in difficulties but provide an environment to work with different people and departments in innovative manners (Blau, P. M. 1964). According to Haugh and McKee (2004) found the impact leadership on logistic management and employees' satisfaction associative. Leaders examine the internal requirement of the logistics through inventory management, storing and securing the stocks for the development to produce qualitative results and innovative feature. The employees on the other hand are found worthy with good leadership as leaders define the pathways to develop them with continuation for improvement (Schneider et al. 2003). Leaders for employees are good in motivation, guidelines and training in organizations as they are guided and stimulated for different disciplines and task. Employees' retention found at workplace with satisfied mind set in those organizations where the leaders are found social and motivational (Haugh and McKee 2004). Leadership is an important and impact oriented attribute of the executives the executives in organize the system and improve the logistics setup for the well of all and different interests groups therefore the role of leader are found exceptional on the performance of the working staff. Logistics management influences the production rate when the logistics are properly managed along with right and affective tools then the production barriers are found with minimum condition and issues. The executives examine the positive roles of the leaders for the sake of production and demand management in both elastic and inelastic forms (Brase, Fiddick and Harries 2006). Leadership provide influential impact on the employees they feel secured and productive when leaders are associated and communicative with these interest groups. Therefore the role of leadership found associated and influential for the working staff and the working staff found overall satisfied (Boyer Verma. 2000).

### **Logistic Support**

Logistics are proving significant to ensure continuations of the operations and provide an influential condition meet the demands and supply. Logistics management assesses the requirements of the logistics to manage the requirements and strengthened the available conditions of the logistics with the passage of time. Value based leadership understand the needs of HR and logistics to develop them with the passage of time as required and promote the constructive position of the working organization (Babakus et al. 2004). The research studies have found that organizations operations management is directly and indirectly backed by worthy logistics management. The logistics management is required to be controlled and promoted by value based leadership. Value based leadership regularly monitor the role of logistics control mechanism. The impact of value based leadership on logistics management and logistic supporting activities are positive and significant. Working organizations are required to develop organization structure for value based leadership and promote the operations for worthy logistics (Hill 2007, Shah, and Goldstein. 2006).

According to Boudreau et al. (2003) it is documented that organizations effectively implement the result based operations with association of the well defined logistics structure. The roles of logistics activities are contributing significantly to produce significant results. To improve the results effectively and efficiently it is researched that organizations need to adopt operational logistics setup in association professional HR and these operational policies are planned and implemented by value based leadership. Employees' attitude towards job oriented performance to contribute their maximum contributions and utilize the logistics for the planned annual a biannual targets. it is research that organizations invest for long run for the long term and consistent results of the organizations. Value based leadership identify the requirements of the organizations in terms of human resources developmental needs and logistics management that promote the employees satisfaction to perform for mutual benefits (Boudreau 2004; Oliva and Sterman 2001).

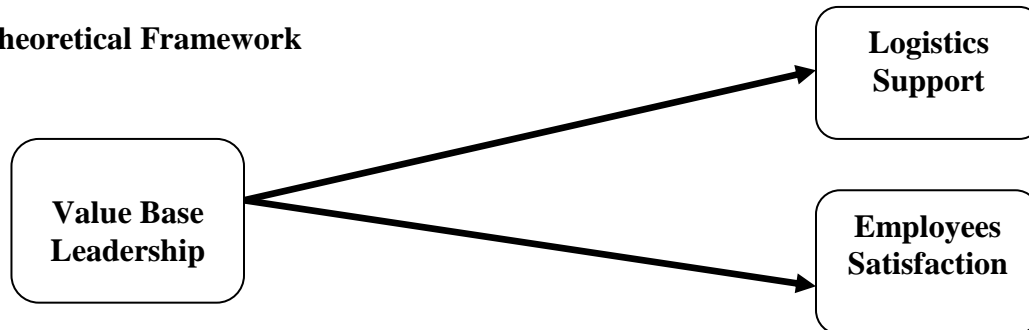
Logistics in manufacturing and manufactured organizations are important to get managed for the required demands and Inventory management. Leadership approaches found related in managing the logistics and demands of the organization. Therefore the role of the logistics management found rationally contributive and results oriented (Hansen, 1982). Logistics define supportive operations that are to be taken for the fulfillment of production needs the right assessments of the logistics activities is significant as logistics are found assisting in meeting the requirements of the demands of the markets. Logistics in organizations establishes strong basis for manufacturing and technological advancement. Therefore the executives spend significant times on the development of the right tools and approaches towards the logistics management. Logistics management provide essential means of transformation of the available raw materials in finished goods and so as it is found worthy for the ultimate productions and capacity building (Chung, 2007). There are several factor exists in organization as important and influential for the net results with differentiation and the one is logistics management. The logical reason behind this statement from research point of views is that the organizing process of the all resources and requirement setup to produce the required production with right inventory management practices (Swedac, 2000).

### **Employees satisfaction**

According to Yoon and Suh (2003) it is proved those employees satisfaction based on better services and hard working that are guided and supported by organizational citizenship behaviors. The satisfied workers are devotedly involved in the operations of the firm to improve the planned results with better working approaches. The research work of Silvestro and Cross (2000) of documented that employees satisfaction is significant for the organizational goals and the such type of working environment is facilitated by value based leadership that define the proper roles and responsibilities and motivation to uplift the productive strengths and find remedies of the constraints. Research studies examined the association of employees' satisfaction with value based leadership. It is proved that both are positively correlated to each other that promote devoted working practices and valuable results. Therefore it is important for the organizations to retain value based leadership establish affective policy issues for the development of the employees and organization worth (Hartline and Ferrell 1996). Employees' satisfactions add value for the quality services and quality outcomes of the organizations. Therefore organizations that have been found with quality leadership approaches these organizations have recorded the workforce positions with satisfactory and worthy positions. Value based leadership found contributive directly and indirectly to motivate and satisfy the employees in the organizations (Blau 1964, Organ 1977). To promote the strengths of the organizations the employees are required to be satisfied as the satisfied workforce are committed with the predefined tasks and emergent tasks with satisfactory working setup and workforce the productive strengths of the organizations found growing and qualitative (Lynn and Martin(1989). According to Cropanzano and Mitchell (2005) and Mittal (2001) it is important to retain employees instead of hiring new employees for different annual periods. The organizational cost raises employees' contribution and adjustment costs also influences. The role of value based leadership is found constructive and contributive to promote long term retention of the employees. Leadership in relation with employees or workforce found as positive and significant to promote the organization. The employees who are hired position with defined authorities and responsibilities their appraisal is important for development and up gradation. In this connection the role of

leadership is important as they motivate the workforce to stay for longer period of time and produce the desired surplus with differences (Kim 2005).

### Theoretical Framework



### Hypothesis of the Study

**H1:** Value based leadership significantly and positively influences logistics support

**H2:** Value based leadership significantly and positively influences employees satisfaction

### Research Methodology

#### Research Design

The research study is planned to examine the influencing of value based leadership on the logistics support and employees satisfaction. There the research study is designed to examine the influencing phenomenon for leadership, logistics working conditions and employees satisfaction in the Industrial Estate of Hayatabad Peshawar. The research study is based on the inquiring procedure of both primary and secondary data and requires performing the study in non-contrived working environment the responses' indicative results.

#### Procedure for the Research Study

The research study is following a procedure to conduct it on the basis of time tested research instruments in form of questionnaire is concern to describe the working condition of employers and employees in the proposed working area. The secondary source of the data for the inquiring procedure of research study is to be approached to the statistics department of KPK and its periodically published reports in journals and other official sources. Therefore the research study is following the procedure to move step wise until the whole information is disclosed for the examination of the application of leadership for logistics operations and employees satisfaction.

#### Population and Sampling Strategy

The target population of the research study is the employers (managers) and employees (non managers) in the industrial estate of Hayatabad Peshawar. Non probability sampling strategy would be followed as the nature and requirements of the research study is matching with this approach.

#### Descriptive and Empirical outcomes of the study

The research study is supposed to provide quantitative outcomes in form of descriptive and impacting relationship like correlation, regression and variability. All these types of findings will be entertained with

the help of SPSS version 16 or 17. The outcomes of the study will be processed with the help of primary and secondary data for influencing phenomenon.

## Empirical Results

### Introduction

The research study examined the applications of leadership style and practices in form of value based leadership that is associated with value creation, value management and value sustainable practices. Research questionnaires have been followed to understand the current scenario. The research findings are explaining the current phenomena's in different results. All the results are focusing on the proposed research problem to infer the required outcomes. The research empirical results in the following forms in different tables.

**Table:1: Value Based Leadership Respondents Responses**

Questions	Five Points likerate Scale Respondents Contribution					
	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Total
1.1. Our organization's vision and mission statements are commonly agreed-upon and understood, and adopted by all employees.	-	-	36.20	63.80	-	100
1.2. The management has very high leadership determination, persistent and self confidence in the ideas of the vision and corporate values	-	-	27.6	63.4	7.1	100
1.3. The management ensures to communicate the significance of best practices at all times and high performance to staff for logistics and HR operations	-	21.3	46.5	15.7	16.5	100
1.4. Our leadership display a high level of self confidence and also confidence in junior colleagues	-	8.7	37.8	53.5	-	100
1.5. Our leadership and management display high level of integrity (i.e. they are trustworthy)	-	8.7	38.6	39.4	13.4	100
1.6. Our culture is highly supportive of and greatly respects individual differences, needs and issues	-	-	47.2	4r2.5	10.2	100
1.7. Individual employees are rewarded for creativity , innovation and teaming	-	-	59.1	27.6	13.4	100
1.8. Employees feel a strong sense of mutual trust, fairness, consistency and transparency in the organization ( i.e. emotions, feelings, and personal beliefs are not locked inside but are openly communicated)	-	15.0	46.5	37.8	0.8	100
1.9. Policies , regulations and rules exist and are well stated and are strictly adhered to by our employees	-	8.7	28.3	49.6	13.4	100
1.10. Our management / leadership have zero tolerance to corruption and mal-practices	-		45.7	39.4	15.0	100

Table 1. Explains statistical data about 127 respondents in the industrial estate of Hayatabad Peshawar the above time tested research questionnaire has been used to examine the value based leadership practices. It is found that maximum respondents from both top and middle level management understand the role of leadership as worthy for the overall organizational practices. The leaders are defining their role, responsibilities, organizations' vision, mission, and logistics management practices and employees alignment towards the desired objectives.

All of these leaders are from private manufacturing sectors that are establishing workable setups to promote their operations towards better perspectives. There the respondents a response major lays from 3 point likerate scale to 5 point likerate scale. The respondents these responses are taken from both top level management that include executives, managers and middle level management include assistant managers, supervisors, team leaders, plant managers, store managers, logistics organizers. It is finally and conclusively inferred the industrial estate working practices from leadership point are good and appreciable, but still some improvement and rebuilding strategies are required to implement for the better perspectives and outcomes.

**Table 2: Logistics Support Respondents Responses**

Questions	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Total
1. The executives (leaders) provide on time facilities for the routine operations of the logistic	-	-	29.9	54.3	15.7	100
2. Leaders provide effective and efficient system for IT-related services to promote sustainable quality services	-	8.7	24.4	36.2	30.7	100
3. Executive administrators analyze the requirements of the office and logistics spaces	-	8.7	29.9	44.1	17.3	100
4. Executives maintain proper setup of reverse logistics	-	7.1	46.5	32.3	14.2	100
5. Leaders seek for suitable geographic locations to contract with suitable suppliers and ensure quality values	-	15.7	18.9	64.6	0.8	100
6. The role of regular assessment is understood by the working leaders and they implement working policies for the well of the organization	-	-	56.7	43.3	-	100

Table 2. Explains the time tested research questionnaire about logistics practices in industrial estate of Hayatabad Peshawar it is found that maximum respondents from both top and middle level management. It is found that organizations manufacturing system is effective to achieve their operational targets, these organizations possessed mechanic facilities, storage facilities, maintenance facilities and IT facilities.

There the respondents a response minor lays in 2 point likerate scale and major in 3, 4 and 5 point likerate scales. It is finally and conclusively inferred the industrial estate logistics support is good and that planned and initiated by executive for the operations of these organization advancement and strengthening position to compete in the market. But these organizations need to invest more for the further development and advancement for opportunistic condition of the current times.



**Table 3: Employees Job Satisfaction Respondents Responses**

Questions	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree	Total
I am often bored with job (R).	3.1	33.1	29.1	34.6	-	100
I feel fairly well satisfied with my present job.	-	8.7	55.1	28.3	0.8	100
I am satisfied with my job for the time being.	-	0.8	37.0	55.1	7.1	100
Most days I am enthusiastic about my work.	-	0.8	56.7	42.5	-	100
I like my job better than the average worker does.	-	-	43.3	56.7	-	100
I find real enjoyment in my work.	-	7.1	42.5	40.9	9.4	100

Table 3. This table explains the statistical results about employees' job satisfaction and it is found that some employees are not satisfied at the workplace, some are neutral and some are satisfied very. The working areas of industrial estate employees are not that much satisfied with working condition, leadership styles and logistics structure. Therefore they need to redefine their operational structure and working setups. The respondents a response minor lays 1 and 5 point likerate scale, moderate in 2, 3 and 4 point likerate scales. It is conclusively inferred that employers should modify their working system for the better employers and employees relationship based on professional and productive principles to promote satisfied workforce for the better outcomes and skill development targets.

**Table 4: Statistical Descriptive Results**

	N	Minimum	Maximum	Mean	Std. Deviation
Value Based Leadership	127	2.7000	4.2000	3.551969E0	.3405995
Logistics Support	127	3.000	4.333	3.65354	.463674
Employees Satisfaction	127	2.833	4.000	3.39554	.279183

Table 4 represents the descriptive statistical results and its is found that value based leadership with targeted sample size 127 minimum value is closer the 3.00 point likerate scale that indicates the acceptance level of the workforce towards the positive side from the leadership point of views. Maximum value represents the highest acceptance level that is above the agreeableness level so this is proved that the respondents are satisfied with the leadership practices and it is found as value based leadership and standard deviation value is below value 1 that is indicating the closeness of the respondents' responses towards acceptance or agreeableness level. Logistics support found here as next variable its minimum value is 3.00 point likerate scale that indicates the neutrality level of the workforce of logistics support. Maximum value represents the highest acceptance level that is 4.3 the agreeableness level so this is proved that the respondents are satisfied with the logistics setup and standard deviation value is indicating that 127 respondents' responses are mostly similar to each other. Employees job satisfaction is the third and last variable its minimum value is 2.833 point likerate scale that indicates the closeness to the neutrality and maximum value represents the highest acceptance level that is 4.0 the agreeableness level so this is proved that the respondents are of satisfaction of workforce while standard deviation is lowest among the three variables that 0.27 that indicates the positive low variations in the responses of the respondents. One thing for the last variable is found that maximum value is found with the lowest response rate or response point therefore this is also expected from it that the many employees are not that much satisfied with the

leadership which are expected therefore it is significant to realize the role leadership for raising the satisfaction level of the employees from this condition to more effective and worthy condition.

**Table 5: Correlations Matrix**

		Value Based Leadership	Logistics Support	Employees Satisfaction
Value based Leadership	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	127		
Logistics Support	Pearson Correlation	.261**	1	
	Sig. (2-tailed)	.003		
	N	127	127	
Employees Satisfaction	Pearson Correlation	.088	.241**	1
	Sig. (2-tailed)	.326	.006	
	N	127	127	127

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

Table 5 represents the correlation among the three variable the first correlation between value based leadership and logistics support found as 0.261 as positive below the moderate level and highly significant this indicates that leaders are promoting the value and strengths of the logistics system, but it is not impressive there some other factors also influencing it. The next correlation between value based leadership and employees' job satisfaction is found as very weak just 0.88 positive and insignificant this is proved that employees' job satisfaction is insignificantly found with value based leadership. The correlation between logistics support and employees satisfaction found as positive and significant with value 0.241 and highly significant. On basis of these results the hypothesis **H1**: Value based leadership significantly and positively influences logistics support has been accepted and the hypothesis **H2**: Value based leadership significantly and positively influences employees satisfaction proved to be rejected.

**Table 6: Reliability Test**

Questionnaire	Items	Results
Value Based leadership	10	72 Percent
Logistics Support	6	75 percent
Employees Job Satisfaction	6	73 Percent

Table 6 providing reliability assessments tests results the entire three research questionnaire are time tested and provided statistical information proved them to be at acceptable level. Therefore the research time tested questionnaire are acceptable and proved to be used for the entire research primary data collection. The primary data on the basis of these research tools found as valid and acceptable to provide empirical facts about the applications of value based leadership; logistics support and employees job satisfaction.

**Table 7: Regression Test**

Variable	Beta value	T-test	R Square	F-test	Significant
Value Based Leadership	0.356	3.029	0.068	9.174	.003
Value Based Leadership	0.072	.986	0.08	0.973	0.326

Dependent Variable: Logistics Support and Employees Satisfaction

P value\* < 0.05

P value\*\* < 0.01

Table 7 providing statistical empirical information about in form of regression test as simple linear regression between value based leadership and logistics support and value based leadership and employees job satisfaction. It is found that value based leadership producing impact of value 0.356 unit on the logistics support if one unit of value based leadership increases then unit 0.356 unit positive changes will occur in logistics supports. The value of t-test is statistically found significant. The impact value based leadership on employees job satisfaction is found unit 0.072 while the t-test result found insignificant. F-test for value based leadership and logistics support found significant and acceptable as it is exceeding from rule of thumb 4.00 while the significance level is also proved acceptable. The other variable in the given results are different its t-test is unsatisfactory, F-test is unacceptable its value lies below the rule of thumb and significance level is also proved unsatisfactory all this indicating that value based leadership is not related and influential for the employees job satisfaction. The given results proved hypothesis **H1** to be accepted and **H2** to be rejected.

## Discussion and Recommendations

### Discussion

Leadership in every organization is important to stimulate and align the workers for the strategic objectives and valuable operations. Value based leadership examine the requirements and departmental needs for development and promote productive strengths in vibrant markets. Value that is preferred by every stakeholder but the definition of value and priorities are different by different stakeholders. Therefore it is important for all organizations and leaders to understand the definition of values from stakeholders' point of views. Value based leadership understand the requirements of workers, mechanic strengths, research and developments and operational requirements for accumulated value and returns. Therefore the impact of value based leadership is significant for the differentiable outcomes. The research study conducted in the manufacturing sector and examined the impact of value based leadership for logistics support and employees job satisfaction. All the empirical results were taken in valid and acceptable methodologies and it is proved that value based leadership contributes significantly for the maintaining and developing logistics support for the operations of the organization. Value based leadership regularly monitor the requirements of the organizational logistics setup utilize logistics support for results oriented targets. logistics support on the other side is contributive to ensure in bond logistics for work in process and finished goods and add value at every step or process of the in bond logistics. Therefore the value based leadership application in these organizations analyzes at every step and stage of the operations and production add value to the logistics for the improved and differentiable results. The industrial estate of Hayatabad Peshawar executive or managing staff are good to add value for the better results and operations of the logistics support through technologies and HR practices. The research findings proved compatible with ((Hartline et al. 2000); Goldstein (2003); Jung and Sosik (2006); Babakus et al. (2004); Hill (2007); Shah, and Goldstein. (2006); Boudreau (2004); Oliva and Sterman (2001). The research study examine all the private sector organizations and private organizations are compensated and supported by personal resources therefore in the industrial estate of Hayatabad Peshawar it found that value based leadership is passive with job satisfaction. Due to different reasons the employees' might be facing problems with shifts, contracted salary, timing, distance, lack of career and promotional opportunities, employees benefits and adjustments. Value based leadership intentionally or unintentionally ignoring them therefore it is important to examine these problems from HR point of view and find workable remedies with early responses to retain learning oriented and committed workforce. The research findings are found incompatible with findings of (Jung and Sosik (2006); Babakus et al. (2004); Hill (2007); Yoon and Suh (2003); Silvestro and Cross (2000); Cropanzano and Mitchell (2005) and Mittal (2001).

### Conclusion

The empirical results disclosed statistical facts the value based leadership practices in the industrial estate of Hayatabad Peshawar. Value based leadership influences significantly the role of logistics support its

impact on found positive therefore the proposed organizations are effective in the regards and required to retain this position in changing market. The impact to value based leadership on the employees job satisfaction found insignificant and proving that employees are not satisfied with their jobs due the leadership styles and approaches in the proposed sector. Therefore it is required to modify their practices for the betterment of the employees for their motivation and retention in the proposed organizations.

## References

- Babakus, E., C. C. Bienstock, J. R. V. Scotter. 2004. Linking perceived quality and customer satisfaction to store traffic and revenue growth. *Decision Sciences* 35 (4) 713-737.
- Blau, P. M. 1964. *Exchange and Power in Social Life*. Wiley, New York.
- Boudreau, J., W. Hopp, J. O. McClain, L. J. Thomas. 2003. On the interface between operations and human resources management. *Manufacturing and Service Operations Management* 5 (3) 179 - 202.
- Boyer, K. K., R. Verma. 2000. Multiple raters in survey-based operations management research: A review and tutorial. *Production and Operations Management* 9 (2) 128-140.
- Brase, G., L. Fiddick, C. Harries. 2006. Participant recruitment methods and statistical reasoning performance. *Quarterly Journal Experimental Psychology* 59 (5) 965-976.
- Camerer, C. F., R. M. Hogarth. 1999. The effects of financial incentives in experiments: A review and capital-labor-production framework. *Journal of Risk and Uncertainty* 19 (1) 7-42.
- Coviello, N., H. Winklhofer, K. Hamilton. 2006. Marketing practices and performance of small service firms: An examination in the tourism accommodation sector. *Journal of Service Research* 9 (1) 38-58.
- Cropanzano, R., M. S. Mitchell. 2005. Social exchange theory: An interdisciplinary review. *Journal of Management* 31 (6) 874-900.
- Goldstein, S. M. 2003. Employee development: An examination of service strategy in a high-contact service environment. *Production and Operations Management* 12 (2) 186-203.
- Hansen, R. Requirements on Quality Systems within the European Community - certification and/or continuously improved ability?, Quality Management in Building and Construction, Proceeding of Eureka Conference Hamar/Lillehammer, 1994, Norwegian Building Research Institute.
- Driver, J., Brousseau, K. R. and Hunsaker, P. L. Hartline, M. D., O. C. Ferrell. 1996. The management of customer-contact service employees: An empirical investigation. *Journal of Marketing* 60 (4) 52-70.
- Hartline, M. D., J. G. Maxham III, D. O. McKee. 2000. Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. *Journal of Marketing* 64 (2) 35-50.
- Hill, A. 2007. How to organise operations: Focusing or splitting? *International Journal of Production Economics* (In Press)
- Jung, D., & Sosik, J. J. (2006). Who are the spellbinders? Identifying personal attributes of charismatic leaders. *Journal of Leadership & Organizational Studies*, 12, 12-27.
- Kim, W.G., J.K. Leong and L. Yong-Ki 2005. Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant, *Hospitality Management*, vol;24, pp; 171-193. Source: <http://www.allbusiness.com/labor-employment/human-resources-personnel-management/15929497-1.html#ixzz1ngWQJeU6>
- Mayer, J. D., Caruso, D. R., & Salovey, P. (2000). Selecting a measure of emotional intelligence: The case for ability scales. In R. Bar-On & J. D. A. Parker (Eds.), *The handbook of emotional intelligence* (pp. 320-342). New York: Jossey-Bass.
- Meyer, S. M., D. A. Collier. 2001. An empirical test of the causal relationships in the Baldrige health care pilot criteria. *Journal of Operations Management* 19 (4) 403-425.
- Mittal, V., W. A. Kamakura. 2001. Satisfaction, repurchase intent, and repurchase behaviour: Investigating the moderating effect of customer characteristics. *Journal of Marketing Research* 38 (1) 131-142.
- Oliva, R., J. D. Sterman. 2001. Cutting corners and working overtime: Quality erosion in the service industry. *Management Science* 47 (7) 894-914.
- Organ, D. W. 1977. A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of Management Review* 2 (1) 46-53.

- Shah, R., S. M. Goldstein. 2006. Use of structural equation modeling in operations management research: Looking back and forward. *Journal of Operations Management* 24 (2) 148-169.
- Silvestro, R., S. Cross. 2000. Applying the service-profit chain in a retail environment: Challenging the satisfaction mirror. *International Journal of Service Industry Management* 11 (3) 244-268.
- Singh, J., D. Sirdeshmukh. 2000. Agency and trust mechanisms in consumer satisfaction and loyalty judgments. *Journal of Academy of Marketing Science* 28 (1) 150-167.
- Yoon, M. H., J. Suh. 2003. Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research* 56 (8) 597-611.

