JOB SATISFACTION: THE APPLICATION OF THE LEADERSHIP MINDSET FOR

SMALL BUSINESSES PERFORMANCE

by

DAVID ANNAN

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

March 2021

JOB SATISFACTION: THE APPLICATION OF THE LEADERSHIP MINDSET FOR

SMALL BUSINESSES PERFORMANCE

by
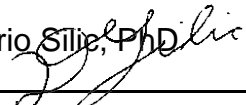
DAVID ANNAN

APPROVED BY

_____
Dario Silic, PhD, Chair

_____
Ivana Nobilo, PhD

_____
Mario Silic, PhD

RECEIVED/APPROVED BY:

Dario Silic, PhD
_____
Chair

DEDICATION

THIS DISSERTATION IS DEDICATED TO ALL SMALL BUSINESS

LEADERS AND DISPLACED EMPLOYEES DUE TO THE COVID-19

PANDEMIC.

RESTORATION IS COMING SOON

ACKNOWLEDGMENTS

ABSTRACT

JOB SATISFACTION: THE APPLICATION OF THE LEADERSHIP MINDSET FOR

SMALL BUSINESSES PERFORMANCE

Background

Critical decision-making is a backbone for the success of many businesses. Small business leaders continually make such decisions with the inadequacy of resources to ensure the company's floating against large corporations. Kovacs et al. (2017) indicated that most small businesses lack strategies to maintain professional communication and plan to increase job satisfaction between leaders and employees. This study explores the leadership mindset and strategies to help develop small businesses and bring job satisfaction for both the employer and the employee.

Methods

The study used a qualitative case method to provide insights into a problem and help develop hypotheses for the study. The target population was twenty-five small business leaders in Astana, Kazakhstan, with sprawling companies in Kazakhstan's capital city. Purposive sampling was applied using semi-structured in-depth interviews to advance job satisfaction strategies.

Results

Data were analyzed using inductive coding of phrases and word frequency searches to create a thematic analysis. The triangulation approach was used to cross-validate and strengthened the study's reliability.

Discussion and Conclusion

The study's findings could be valuable to micro and small businesses as they might fill the gap in understanding strategies to increase job satisfaction.

This research can contribute to leadership growth, leadership development theory, job satisfaction strategies, and small business performance.

Furthermore, it will help provide in-depth insights into how small business leaders can optimize job fulfillment strategies to increase long-term profitability, retain staff, strengthen correspondence, and improve business efficiency.

KEYWORDS

LIST OF ABBREVIATIONS

SBL- Small Business Leaders

BSC- Basic Scorecard

TL- Transformational Leaders

SBA- Small Business Association

SME- Small and Micro Enterprises

PM- Performance Management

MAS- Management Accounting System

KM- Knowledge Management

List of Tables

List of Figures

TABLE OF CONTENTS

CHAPTER I: INTRODUCTION

1.1 Introduction

Transforming a vision into a lucrative small business is empowering yet challenging for businesses if the leaders do not have the strategies to turn it around. Micro medium and small enterprises are vital contributors to the employment and quality of life of the citizens. Nevertheless, according to the U.S. Small Business Administration (SBA, 2018), over 50% of small businesses fail in the first year of opening. An overall 95% fail or shut down within the first five years of existence.

These failures can be attributed to many factors such as leadership strategies, leadership mindset on employee's job satisfaction through the lack of proper capitalization. These attributions confirm that many small business leaders are deficient in the depth strategies to increase job satisfaction and maintain desired business results.

As a result, many employers' awareness has risen with concern to the inadequacy of talent for leadership within their organizations and are finding avenues for leadership development investment to expand their leadership success pool.

This reflection attests to us that job satisfaction is an essential prerequisite in employee engagement to help achieve small business success through leadership strategies. If so, what is the leadership mindset for small business performance? What strategies do small business leaders have to steer job performance?

It is justifiable that we understand a leadership mindset on utilizing the outcomes connected with leadership strategies to improve job satisfaction. To advance job satisfaction strategies, the study implores the qualitative case method to expand the accuracy of the findings that will emanate from the in-depth interview analysis using

the triangulation approach to strengthen the reliability and credibility of the study (Murdock 2019).

1.2 Research Problem

Small business leaders continuously make critical decisions with resources' inadequacy to ensure the business's floating against large corporations. Most small businesses lack strategies to maintain professional communication and strategies to increase job satisfaction between leaders and employees. The mindset of business leaders and the leadership strategies for the business's growth are critical to ensure the performance of the entire business organization (Kovacs et al., 2017).

The general issue is that small business owners are increasingly struggling to thrive or sustain themselves due to several factors such as financial constraints, employee challenges, and customer satisfaction, which has a substantial consequence on the production profit. The major problem for small businesses is that many leaders lack strategies to increase their employees' overall job satisfaction.

Hence, enhancing a leadership mentality to exploring work satisfaction can generate value for business performance. The impact of a leader mindset on employee performance and work satisfaction may affect the relationship between business performance and the employee to perform efficiently.

1.3 Purpose of Research

This study explores the leadership mindset and strategies that can help the growth of small businesses and bring job satisfaction for both the employer and the employee. The target recipients are small business leaders in Astana, Kazakhstan, with sprawling businesses in Kazakhstan's capital city. The implications are for positive growth by reducing the number of small businesses shut down in the city and offering practical

strategies to overcome several of the challenges presented by large competitors to the small business industry.

Specific Aims

➢ To explore the mindset and strategies small business leaders use to increase employees' overall job satisfaction.

➢ Identifying leaders' mindset and what theoretical approach the business can take to arrive at sustainable leadership strategies.

➢ Examine solutions and methods which the small business industries can use to show value in employee satisfaction and encourage regular growth performance.

1.4 Significance of the Study

With the growing concern that many small businesses struggle to sustain themselves within the first five years of their existence (SBA, 2018), many organizations make every effort possible to identify solutions to sustain the growth of their business and employee satisfaction. One such area is leadership development, as it is becoming increasingly important to search for small business expansion strategies. Notwithstanding such meta-analytic research advocates that leadership creation has an overall positive effect, much research also posits that these interventions are not unanimously favorable to all businesses (Cheng, 2015).

Small businesses continuously must undergo massive development protocols and implement essential changes to keep up with international development standards to address business failures and emerging obstacles for growth and performance. Therefore, the leadership mindset and styles that do not address work satisfaction strategies can cause ineffective and inefficient company results (Omoijiade, 2015).

According to Kovacs et al. (2017), there is a close collation between work satisfaction and organizational performance. They mentioned that enhancing a leader's ability may help job satisfaction mechanisms to create value for the business. Leadership development, coaching, and training may assist in curbing the weak performance of small companies. It can be done correctly if the leaders can align their strategies to boost the organization's job satisfaction.

A highly engaged workforce might improve leadership exchange and organizational commitment as a precursor that influences employee engagement and job satisfaction level (Sugandini et al., 2018). With the lack of leadership strategies and leadership mentality to implement the correct systems for the business's growth, it will be difficult for many small businesses to sustain themselves against big corporations without the needed attention.

Although many countries invest in leadership development for corporate businesses (SBA, 2018), the study prefers that management should identify the leadership zeal and the best leadership strategies that can move the small business forward and increase job satisfaction and improve employee retention business return on profit, and growth. It can be done through the provision of new strategies for small businesses; leaders might be able to enforce social responsibility programs in giving back to the local communities through training offerings to new entrants and employees to foster self-support and self-development in creativity.

Therefore, the study results could be of use to small micro-companies as it could fill the void in understanding strategies to improve job satisfaction. It could also help small business leaders implement job satisfaction initiatives in their organizations, which could be an essential part of maintaining small business growth in Astana, Kazakhstan.

Cheng (2015) mentioned that job satisfaction is something that leaders commonly understand but often do not discuss in the workplace. The study results can also serve as a recommendation for sustainable strategies for job satisfaction focused on up-to-date information gathered by small business representatives representing the micro and small business sectors in Astana, Kazakhstan.

Furthermore, it will also help provide in-depth insights into how small business leaders can optimize job fulfillment strategies to increase long-term profitability, retain staff, strengthen correspondence, and improve business efficiency.

1.5 Research Purpose and Question/Hypothesis

The research study's overall aim is to explore the leadership mindset and strategies that can assist the growth of small businesses and bring job satisfaction for both the employer and the employee.

➢ What are the mindset and strategies do small business leaders use to increase employees' overall job satisfaction?

➢ The study hypothesizes that a leadership mindset is positively related to leadership growth and job satisfaction.

CHAPTER II: LITERATURE REVIEW

2.1 Introduction: Background of Small Business Sector in Astana Kazakhstan

The innovative activities of entrepreneurs in all economically developed and developing countries stimulate and actively support state growth (SBA 2018). These innovative small business activities create and boost employment opportunities for many people across the globe, and governments are encouraging entrepreneurial ventures to stimulate their countries' economic growth.

After the Republic of Kazakhstan gained independence in 1991, Kazakhstan's economy has been on a transition to be innovative and using the endowment of the nation for economic growth and development. Entrepreneurship and small business have become an essential aspect of the state public policy (Astana Financial Center 2018).

There is diversity in small businesses in Astana, Kazakhstan ranging from small restaurants, construction, engineering, Mining, and mini markets selling various sorts of goods/services. According to Astana Financial Center analyst (AFICA 2018), the share of individual entrepreneurs in the structure of small and micro enterprises (SMEs) is more than 61% of individuals engaged in sole proprietorship and 26% in small and medium enterprises. It demonstrates that small businesses are vital suppliers to economic growth, employment, income, and quality of life.

Several positions and niches in the country of Kazakhstan, especially Astana, are filled by small businesses. Chrisman, Devraaj, & Patel (2017) mentioned that small business owners are responsible for boosting economic development as many large corporations even depend on small business leaders for countless goods/services delivery.

However, this innovative drive has brought a sprawling rise in Kazakhstan's small businesses in the recent decade. Many companies do not last past the first five-year threshold as they are shut down due to many factors (SBA, 2018).

With the lack of money (resources), small business owners continuously make important decisions to ensure the business's floating against large corporations. Many reasons can be attributed to Kazakhstan's small business failures, from lack of adequate government support of small leadership training, the small business leaders' mindset on strategies for business performance to small business leaders' financial burdens.

Most small businesses lack strategies to maintain professional communication and strategies to increase job satisfaction between leaders and employees. The mindset of business leaders and the leadership strategies for the growth of the business are very critical to ensure the performance of the entire business organization.

Small business owners and leaders' attitude and behavior are that enterprises should operate to make a profit without necessary addressing job satisfaction strategies, which sometimes trigger inefficient and ineffective business performance in the organization. It is imperative to create value in the employees as job satisfaction affects the relationship between employees and the organization.

Business leaders, unfortunately, sometimes do not often address job satisfaction practice, do not update the employees about the current discourse in their working conditions, which brings dissatisfaction and abstains among the working staff. Coupled with lack of job satisfaction, retention of employees, financial burdens, and lack of experiences and strategies by many leaders of small businesses, many businesses fail in the early years of opening in Astana, and those small business who survived are

7

skill lacking strategies to improve work satisfaction and improve business performance.

To help small businesses to thrive and to build better partnerships within organizations for better growth, employee satisfaction, enhancing health and quality of life for workers, and improving business performance, small business leaders can engage with and seek external support from multinational companies and use strategies that can improve business performance in Kazakhstan.

2.2 Theoretical Framework

The study seeks to understand the discrepancy causes in leadership strategies to optimize the return on investment for small business performance. The study draws on the self's implicit theories by Dweck's (1986) and Burn's (1978) transformational leadership theory to address small businesses' lack of the necessary leadership strategies to increase overall employee job satisfaction.

Dweck's (1986) implicit theories are used in the study to address leadership mindset on goal orientation, self-regulation by Carver and Sheier (1988), leadership mentality and growth, and feedback-seeking by leadership.

Burns's (1978) transformational leadership theory in the study draws on the benefits of transformational leadership such as employee engagement, work performance, teamwork and communication, motivation, employee retention, and conceptualization of job satisfaction strategies for work satisfaction and business performance.

With more development opportunities for leaders, the impact of objective-monitoring behaviors will grow and be more influential through transformative leadership strategies to improve job satisfaction for small business growth. Below are the theories the study employed.

2.2.1 Implicit theory of leadership

Even though the implicit self-theory has initially been conceptualized and referred to as fixed and incremental beliefs about intelligence, it was upgraded to include many domains such as morality, learning management systems for business, personality, and social relationships (Chiu, Dweck, Tong, & Fu, 1997).

Many research has noted that people may have variance in mindset; for instance, a person may have a fixed mindset with the assumption that intelligence cannot substantially be change, but an incremental mindset about actual capacity, accepting that an individual can essentially change how athletic or synchronized they are (Dweck, Chiu, & Hong, 1995).

It is significant to mention that one of the specific domains that have not been widely researched concerning implicit person belief is a leadership mindset. The notion that leadership capabilities are more fixed structure or incremental. There is a school of taught out among scholars of leadership about whether leaders are "born or are made." This debate portrays and is closely linked with the fixed or incremental leadership mindset, claiming that people or individuals have little control over the degree of their leadership ability.

As research shows, good performance is primarily ascribed to experience and coaching as opposed to genetics (Ericsson & Charness 1994). Hence, while leadership capability is a mixture of genetics and experience, it is possible to develop additional capability. The study wants to clarify that it is not attempting to answer whether leadership is fixed or flexible or that these beliefs are better than or not; instead, it examines how each of these beliefs may influence the leader's behavior.

While a leadership mindset is limited in research writings, the influence of an administrator's general implicit individual theory (the belief about whether or not a

person can change in general has been researched more broadly in the management field, research conducted on the influence of manager's implicit person theories on coaching (Heslin, Latham, & VandeWalle 2005).

These scholars used the 'kind of person' domain of implicit theory by asking if individuals could change the kind of person. "A person can substantially change the kind of person they are" (Walter, 2016). The examination found that having a steady attitude was emphatically identified with subordinate's evaluating of managers coaching behavior subsequent to controlling for supervisor's insight and age. When managers thought that people could improve, they were obligated to put time and effort into resources to train their subordinates.

Again, in experimental research that studied the impact of the management mentality of an individual, which is a close extension of implicit person theory into the realm of leadership than previously described, Heslin and the team. Two questions were asked of the participants to measure their domain managerial specific mindset: "Do you believe that the ability to coordinate workers on a task is an incremental skill that can be continually enhanced?" and "Do you believe that the ability to manage a group is a fixed capacity, something that you either have or you do not have?" (Fixed managerial mindset) (Tabernero & Wood 1999). The investigated members were given a simulation computer activity where they spoke to managers of a furniture creation shop, entrusted with dispensing representatives to undertakings to finish work tasks in the shortest time. The members likewise chose performance objectives, given input, and dispensed prizes to the reproduction laborers (objectives, criticism, and prizes were chosen from alternatives provided by the computer simulation). The reproduction continued for twelve business weeks, following the initial six-week block and the

completion of the simulation, with the member's persuasive steps (self-efficacy, self-satisfaction, and individual simulation goals) taken.

The exploration found that people with a steady mentality had altogether higher self-viability, was happier with their performance, set more challenging objectives, and would be wise to perform on the reenactment than people with a fixed outlook. Despite that the outcomes propose that an individual administrative attitude impacts their persuasive reaction patterns prompting better performance, there are a few constraints to the examination.

Firstly, the investigation members were college undergraduates with no earlier administrative experience. Secondly, the simulation included some authority abilities, for example, giving feedback and distributing rewards, performing activities within the domain of simulation is a totally different setting in examination with giving genuine input and dispensing compensations to actual people.

Notwithstanding the drawbacks of the studies, the studies' experimental tasks show that there is a clear relationship between mindset, attitudes, and behaviors of individuals when faced with a challenge or an assignment. The above confirms that there is a need to extend a leadership mindset's generalizability by exploring how implicit mindset influence leaders in the data set field. Therefore, this investigation proposes by going further in our comprehension of a leadership attitude by investigating how the administration mindset impacts the objective monitoring cycle, which influences the viability of developmental opportunities.

2.2.2 Goal Orientation and Implicit Person Theory

The extent to which an individual or an institution focuses on tasks and the complete results of those tasks can be classified as goal orientation. The nature of a person to improve or validate his ability to achieve and target orientation is used to predict sales

efficiency, goal setting, learning, and adaptive behaviors in training and leadership (VandeWalle, Nerstad & Dysvik 2019).

Within the leadership works, goal orientation has been researched as a prognosticator of leadership efficiency and a mediator of the connection between challenging developmental opportunities and skill expansion. Hence, it is imperative to understand the differences and similarities between mindset and goal orientation.

Even though the objective orientation is hypothetically identified with, yet they are unmistakable from mentality. Mindsets are convictions about whether the capacity is adaptable, while an objective orientation speaks to a person's motivation in an accomplishment situation (VandeWalle, 2012).

Dweck and Leggett (1988) described two types of goal orientation in their theory: learning and performance. They mentioned that people with a learning goal orientation are more focused on controlling tasks and enhancing their accomplishment on tasks. They are less distracted by others' feelings or their success compared to others but rather aim to enhance their entire performance, frequently setting goals that are thought-provoking. Contra wise, people with a performance goal orientation are apprehensive with others' sensitivities and seek goals or tasks that they can successfully perform (Dweck & Leggett, 1988). A two-set attribution mechanism was described by Dweck and Leggett (1988), whereby implicit mindset theories led to target orientations; then, goal orientation led to different attributions and behavioral responses.

Hong et al. (1999) later noted that "implicit theories are more consistently predictive of attributions and responses than are achievement goals." Hence, it is believed that it was the individual's goal orientation that most directly influenced their attributions and responses.

A meta-analytic by Burnette et al. (2013) suggested that mindsets and goal orientation are not as strongly related to original theories. The authors of the meta-analysis analyzed the relationship between mindset and goal achievement through multiple self-regulatory mechanisms using a meta-SEM.

They found out that the relationship between incremental mindset and goal achievement was .10(K=55; N=12,943;95% CI:04,.15). Although most of the studies included in the meta-analysis were focused on intelligence mindsets, 32% of the studies were outside the academic domain, such as athletics capabilities and willpower. A summary of the meta-analysis findings is presented in Fig 1: Mindset Relationship from meta-SEM.
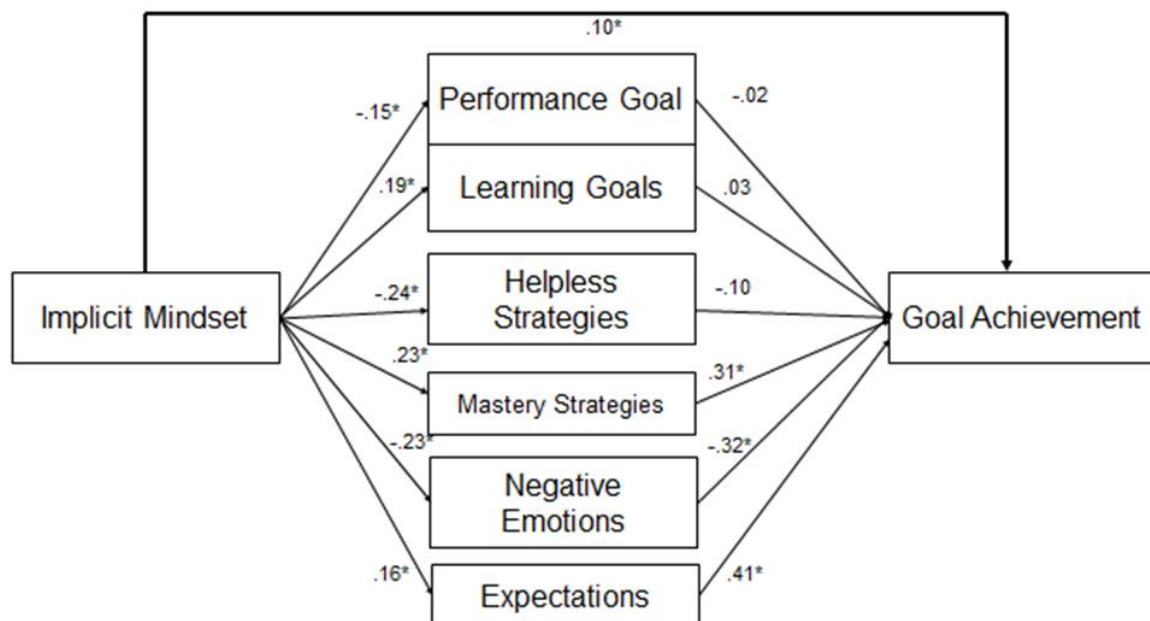
Figure 1. Mindset Relationship from meta-SEM
Adapted from Burnette, O'Boyle, VanEpps, Pollack, & Finkel (2013). Mind-sets matter: A meta-analysis review of implicit theories and self-regulation. Psychological Bulletin, 139(3), p.670. Effect size estimates are observed correlations from separate analyses investigating each path.

According to Watt (2016), while the findings showed that the relationships in the expected directions were large, the magnitudes were relatively small. Incremental mentality was positively linked to learning goals (r=.19; k=36; n= 9,184; 95 percent CI:

.14, .23) and negatively linked to performance goals (r=-1.5; k=30; n=7,635; 95 percent CI: -.20, .10, note: this is the equivalent of a positive relationship between fixed mentality and performance goal) (Walter, 2016).

It can be deduced from the aforementioned study that there are variations in how people with fixed or gradual mindsets impact how they participate in practice. Hong et al. (1999) indicated that there are two primary differences in the way people with fixed versus incremental mentality see a given task. For instance, a task that has a clear performance goal to assess ability, individuals differed broadly in how they understood the performance task measured capability. Individuals with a fixed mindset believed that it measured their underlying and future ability much more than individuals with incremental mindset, who saw it as measuring their current ability level.

Besides, when individuals were given a specific learning goal task meant to teach something new but not measure of performance, individuals with a fixed mindset expressed concern about not feeling or looking smart when performing the task much more often than individuals with an incremental mindset (Hong et al., 1999).

In summary, a leadership mentality is a wider model that, in addition to causing individual goal orientation, possibly operates across several layers, such as the interpretation of the meaning of failure of a goal and acknowledgments of success. Therefore, the variances between the mindset and goal orientation are vital for the study of leadership growth.

Defining or measuring leadership growth can be a challenging undertaking, according to Day and Lance (2004). With this challenge in mind, leadership growth can be defined as an improvement in skills and abilities that influence people functioning in a formal leadership position.

Chemers (2008) indicated that there are many behavioral skills and abilities that can generally be agreed upon as promoting leadership effectiveness, such as planning ability, delegation ability, communication skills, a good role model, ability to inspire others, and creating a direction for the team.

Hence, having briefly explained what is meant by leadership growth and examined the implicit theory of the self and goal orientation theory, the study further highlights the next self-regulation of behavior propelled by Carver and Sheier (1988).

2.2.3 Self-Regulation

The self-regulation theory of behavior was advocated by Carver and Sheier's (1988). The theory follows human behavior that is directed at accomplishing goals, and the feedback process regulates it. The feedback processes consist of primary mechanisms such as an input function, a reference value, a comparator, and an output function. In less technical terms, the input function is the impression of the circumstance at present, and the reference value is the insight of what the individual needs the condition to be, and the comparator is the person who makes the assessment between the information and the reference value to figure out what actions that must take place close to the output function are the conduct that happens given the estimation of the examination.

Based on the feedback loop's four components, Carver and Sheier's (1988) theory or model summed it up into three main domains: goal setting, goal operating, and goal monitoring (Carver & Sheier, 1988). Regulation of behavior is the process of goal setting. Individuals usually set their value or goal in the first process, followed by goal operating, where the individual performs behaviors to reach their goal or reference value. This is followed by monitoring the goal. During the ongoing process, the individual assesses whether they are meeting their goals and what strategies may be

necessary if the goal is not met. The individual can either readjust the goal during the monitoring process if they feel they are not meeting the value or change the behavioral strategies.

Self-regulatory models can be portraying as loops. This implies that one cycle, for example, objective setting, is probably going to impact different cycles, for example, objective monitoring. A further investigation of the model by Carver and Sheier (2012) made a differentiation between activity circles and Meta circles. The activity circles gauge the size of the error between the present status and the ideal state as expected. Meta circles evaluate the disparity changes over the long term (Carver and Sheier, 2012).

Activity circles show the good ways from the objective, while Meta lops demonstrate the pace of progress toward the objective. Consequently, in cognitive cycles, feedback-seeking and reflection are utilized to screen progress towards a worth value or objective. It affirms that people use impact or feelings as data in checking their advancement.

The theory of self-regulation helps leaders understand how close they are to achieving their goal and what developmental improvements can still be required to achieve their goal. These suggest that the regulatory mechanism of behavioral improvement and development is primary to self-feedback-seeking. When the organization lacks a feedback and reflection mechanism, it cannot relay whether an action has a desired effect on the business performance.

2.2.4 Leadership Mentality and Growth

It can be deduced from the above hypotheses that people with a more fixed leadership mentality believe that leadership capacity cannot be altered. Such leaders feel that their capacity is trapped at a specific level. Hence, they are not motivated to try and

learn the skills that they are currently lacking. They do this by avoiding challenging assignments where they believe they may fail (Dweck, 1986).

Failure in their minds is viewed as an indicator of their level of fixed power. When given a test or stretch of their leadership capacity, it causes them intense anxiety and fear because they cannot accomplish the mission. This individual confirms that failures as a limitation of their current and future ability as a leader are indistinguishable (Hong et al. 1999).

However, Implicit person theory and studies on meta-analytic suggest that people with a more incremental mindset are more likely to develop their capabilities when given a learning opportunity than people with a more fixed mentality, especially if the learning opportunity involves some level of risk to their ego, or opportunity for failure (Burnette et al., 2013).

When monitoring progress toward their goals, individuals with an affixed mindset are not centered around creating systems to improve performance. Implicit theory affirms that individuals, who accept that administration capacity is more adaptable through effort and responsibility, are bound to keep on pursuing difficulties until they ace them (Dweck and Leggett, 1988).

The people consider the inability to be a proportion of building up the aptitudes to improve their capacity and conceivably conquer that disappointment. This suggests that these individuals are more focused on determining why they are not achieving their goals and designing procedures to maximize efficiency and achieve their worth. Self-regulation theory notes that in achieving a set of goals, feedback is a necessary development (Carver & Scheier, 1988), and implicit theory suggests that the control mechanism is influenced by mindsets.

A study conducted by Mangels et al. (2006) examined the disparities in individuals' brain activity with a more incremental or more fixed mindset. In their analysis, the individuals on the screen were asked to answer challenging questions one at a time. The correct answers were given to the information. During the experiment, they used this to measure the brain function to decide what information the brains of individuals are tuned in to the input they got from the activity. The study noted that both the fixed mentality that needs to justify their skill and those willing to learn to need the correct response.

Therefore, the study hypothesizes that a leadership mentality is positively linked to the growth of leadership and job satisfaction, to the degree that leaders with a more gradual mindset are more likely to have leadership growth and develop strategies to over business failure.

2.2.5 Feedback-Seeking

Numerous works with feedback at first centered around how associations could utilize feedback to improve the workforce performance and make workers more open to administrators-initiated feedback (Kim & Hammer, 1976; Ilgen, Fisher, & Tsylor, 1979; Prue & Fairbank, 1981).

However, a study by Ashford & Cummings (1983) on feedback-seeking expanded conduct on our hypothetical comprehension of feedback. They communicated the significance of moving past the typical unsolicited annual performance review type feedback instead of focusing on how people effectively look for feedback to get vital information.

Ashford et al. (2003) identified three motives as instrumental motives for enhancing performance, ego-based motives to protect or enhance the ego of the person, or image-based motives to defend or enhance the perception of the individual by others.

This instrumental motivation for obtaining feedback is focused on the theory of self-regulation; individuals seek feedback to obtain indicative data that will help them achieve their goals (Tsui & Ashford, 1994). The input information helps them to decide whether they can continue their current behavior or avoid or change their behavior.

Ego-based and image-based are in a line similar in that people are not motivated using the feedback as an indicative instrument but instead as a process to enrich the opinion that others have about them in case of image-based or opinions about themselves in ego-based. People may contemplate the perceived cost and the prospective value of seeking feedback when choosing whether to pursue feedback (Ashford, 1986; Vancouver & Morrison, 1995).

Implicit theory suggests that a person's mentality may affect how they evaluate the perceived cost versus the benefits of seeking feedback when they receive negative feedback that may look bad. Hence, people with a more incremental mentality would be motivated more by the influential value of feedback, while the ego or image-based enhancement value would inspire a fixed mentality.

Pursuing feedback can either be positive or negative. Although negative and positive feedback can be demonstrative and valuable, negative input frequently is adjusted to more instrumental on the grounds that it projects territories where extra learning or development can happen.

According to Morrison & Bies (1991), a person can receive positive feedback even if no learning occurs or leadership behaviors occur. For example, people's talents can reflect themselves to the degree that if people are good at delivering motivational speeches, they can give a motivational speech and gain positive feedback even if there have been no improvements in actions or development. Therefore, it is sometimes used for instrumental or diagnostic reasons to get negative feedback,

whereas positive feedback is often used for purposes of positive impression management (Morrison & Bies, 1991).

Furthermore, Carver & Sheier (1988) indicated that mindset influences the type of feedback that people seek. Individual leadership influence self-regulation of behavior in part because of the differences in monitoring processes. Monitoring progress toward a goal is one of the primary processes influencing the self-regulation of behavior.

Dweck (2000) noted that leadership mindset impacts the perceived cost versus value of feedback. People with a more incremental leadership mindset are more likely to use feedback-seeking as a diagnostic instrument to measure improvement. According to Dweck (2000), self-theory, leaders with a more incremental mentality exert extra effort to accomplish a challenging task when faced with a daunting task. This explains that in the face of challenge, people with a more incremental leadership mindset will go the extra mile to seek information about what needs to be done to accomplish the set task. However, people with a more fixed mentality do not believe that their leadership ability can greatly be improved. They see feedback seeking as a less likely instrumental valuable and inherent risk for people with a fixed mindset. Hence, implicit self-theory suggests that if these people ask for feedback on their leadership abilities and the feedback is not positive, they interpret the feedback as more judgmental on their person or entity (Dweck, 2000; Hong et al., 1999).

It is important because a fixed leadership mindset leads these leaders to believe that their leadership skills cannot be improved. Hence, if skills are not satisfactory now, there is no hope that they will be in the future, and as such fixed leadership mindsets are less likely to seek negative feedback.

The study, therefore, hypothesizes that a leadership mindset is positively linked to negative feedback-seeking; therefore, negative feedback is more likely to be sought

by a person with a more incremental mindset in comparison to individuals with a fixed mindset who are less likely to seek negative feedback because of the self-preservation involved.

2.2.6 The Influence of Feedback-Seeking on Leadership Growth

Learning and growth cannot take part without feedback in behavioral changes. Carver & Sheier (1988) mentioned that the feedback loop is the primary control system within the self-regulatory theory of behavior. It states that individuals can progress towards their goals if they can obtain feedback to determine how closely they are towards attaining their goals. To see if behavior changes have occurred, feedback is vital to determine the effectiveness of the monitoring process.

People may decide to utilize feedback from their self-perception or view of their work output as opposed to looking for feedback from others to improve their leadership skills or capabilities. Notwithstanding this view, much research has suggested that individuals' self-perception of their performance is most at times, not accurate because individuals generally overestimate their abilities (Dunning, Health & Suls, 2004). Hence, people may choose to seek more accurate feedback by asking other people they deem fit as knowledgeable such as their managers or immediate supervisors. This helps the individual be appropriately informed about behaviors and alter changes where necessary, zooming up the learning process by saving time from going through further feedback loops because of getting less accurate feedback.

Empirical evidence supports the claim that negative behavior seeking feedback is correlated with accurate individual performance self-evaluation. A study by Ashford and Tsui (1991) on 387 managers about negative feedback-seeking behavior found that the leaders who actively sought negative feedback had a more accurate

understanding of others' perceptions of their performance evaluation and promoted the self-regulation of behavior and more quickly lead to behavioral change in learning. In hypothesizing the relationship between leadership mindset and leadership development, the study explores the theory of reason mechanism by which the effects of leadership mindset may transfer to strategies for job satisfaction and small businesses' efficiency. They propose a transformation leadership theory by Burns (1978) and alternative theories of job satisfaction by Herzberg's (1959)

2.3 Transformation Leadership Theory

Burns (1978) transformational leadership (TL) is founded on the principle that leaders can rouse followers to alter their perceptions, expectations, and motivations when working towards a target.

This framework was extended by Bass (1985) through the confirmation that transformation leadership is centered on four moral fundamentals, such as idealized influence, inspirational motivation, intellectual stimulation, and individual considerations (Bass, 1985). He also stated that it is based on three moral aspects: the ethical standards embedded in the leader's apparition, the character of the leader, and the morality of the processes of social, ethical choice and actions that leaders and supporters involve in and cooperatively pursue.

Transformational leadership consists of charismatic leadership behaviors such as risk-sharing, modeling, attributed charisma, and intellectual incentive, which encourages creativity and change attitudes in workers. Tampubolon (2016) posits that when a transformational leadership element is appropriately used, the leaders might be able to better align the value system of the leaders and the followers, hence easing a condition where the leaders and the subordinates stimulate each other to accomplish the institutional objectives.

Tampubolon (2016) mentioned that transformational leaders possess various important characteristics for managing subordinates and sustaining small business growth. The leader's mindset must comprehend the significance of the important changes from the current presence to a potential culture that can advance profitability, performance and increase work fulfillment (Baro, Bosah, & Obi, 2017).

The leader's adjustability to openness to innovation, flexibility to change promotion, and motivating trust among the staff are prerequisite tasks and skills the business leader needs to build a healthy and sustainable corporate culture.

The use of social change principles is among the tools transformational leaders inculcate to bring about sustainable development, forming a sound corporate culture that motivates and enhances performance and engagement and maintains employees satisfied (Chang, 2017; Hasmin, 2017; Rusert, 2015).

In comparison with authoritative leadership, however, they assert absolute authority, exercise control over subordinates, and complete demand obedience. This has been shown from results from authors such as Rabbani, Imran, Shamoon, & Kamal (2017), they mentioned that authoritative leadership had harmed job satisfaction. It confirms that authoritative leaders are not able to or struggle to create a culture of empowerment within the institution where all employees at different levels participate and are involved in best practices to serve the consumers is vital (Rabbani et al., 2017). Hence, to accomplish an institutional culture and competitive advantage, the small business must build up a group-based structure. Through this, the leaders can impact their subordinates and enable them through appointment authority and teamwork in which leaders assign duty regarding decision making to lower-level level supervisors and representatives (Ahmad and Manzoor, 2017).

Hutchinson (2017) stated that transformational leaders have various essentials necessary to govern subordinates, nurture small business growth, and improve the institution and the economy. He named these basic qualities of X-factors, which are imperative in the manageable improvement of small companies. For example, TL, who enjoy individual trustworthiness, rouse workers to make individual penances to accomplish higher group objectives. Small business leaders with the groundbreaking approach to deal with initiative may lead organizational effectively, accordingly vindicating small business disappointments, sustaining development, expanding performance, and exploiting the incentive to partners (Hutchinson, 2017).

Besides, authentic leadership helps build a sound working environment by contributing to empowering follower-leadership ties, which considerably influences and motivates employees and increases job satisfaction.

An empirical study conducted about the relationship between the Greek Banks' leadership styles confirmed that transformational leadership characters are instrumental in predicting employee satisfaction with superiority. The Greek Bank leadership style portrays employees' satisfaction and organizational culture due to the sound relationship between senior management and employees (Vargas, 2015).

Transformational and transactional leadership is positively linked to the efficacy of the chief, the efforts of the subordinate, the dedication of the employee, and work satisfaction, according to Abouraia & Othman (2017).

The empirical research by Sayadi (2016) obtained a sample consisting of 387 teachers from 42 separate schools. The study posits that charismatic leadership was a powerful predictor of work satisfaction and value engagement than Laissez-faire leadership, as it is seen as a negative predictor of the intent of employees to stay. It confirms that

work satisfaction has a major affirmative influence on realistic institutional engagement.

Besides, Malik, Javed, and Hassan (2017) set that work fulfillment, organizational commitment, initiative, and trust has become essential. They investigated the effect of the parts on transformational leadership by exploring the difficulties of the employee's satisfaction and commitment. Their finding showed a positive relationship between transformational leadership and organizational commitment.

Additionally, Mahenthrian (2017) expressed that TL is positively identified with responsibility and performance. An organizational commitment umpires the connection between TL and job performance. Subsequently, as per Pasbst, Casas, and Chinta (2016), the primary purposes behind the disappointment of enterprise resource planning (ERP) in small and micro medium organizations are the absence of hierarchical responsibility and leadership support.

Therefore, leadership style is critical in advancing organizational learning processes and accomplishing motivation, innovation, high performance, and competitiveness within the business environment. A healthy leadership style can bring the best out of the employees to perform beyond their usual self because the employee enjoys self-fulfillment from the management or leadership.

Hence, Park et al. (2015) suggest a positive relationship between transformative leaders and organizational performance. The benefits that transformational leaders bring to the organization include employee engagement, increased decision acceptance performance, increased knowledge sharing and communication, risk reduction, and a greater level of employee motivation (Newman et al., 2016).

Some of these benefits that transformational leaders use to improve job satisfaction has been explained further under the transformational leadership theory below. These

are employee engagement, performance, teamwork and communication, job satisfaction and motivation, and management process, and employee retention.

2.3.1 Employee Engagement

Employee engagement can be defined as the connectedness to grow and share in the decisions that impact the work environment to which employee feels they belong (Li & Qian, 2016). The transformational leadership process creates opportunities for employees to grow and share in the work environment's decisions. These opportunities and experiences create a feeling of pride and belongingness that contribute to employee engagement.

Employee engagement can create a positive mindset, and it is associated with the level of employee energy, organizational involvement, and self-efficacy. The literature portrays that leadership practices that encourage and develop employee engagement are vital factors in organizational success (Baro et al., 2017).

Business performance ascribed to employee participation is a critical factor in the degree of employee engagement. Yoerger et al. (2015) stated that employee engagement is the result of the work effort and social connections that develop between the leaders and their subordinates.

Scholarly literature indicated that leaders who establish trust and build sound relationships create a work environment that increases employee engagement, and transformational leaders can increase communication, social connections, belongingness, and pride, which eventually lead to improve employee engagement (Yoerger, Crowe, & Allen 2015).

It is imperative to say that organizational commitment plays a vital role in employee engagement. Liu & Yuliani (2016) indicated that team members committed to the business are more reserved in their interactions and do not develop a high level of

trust, negatively impacting business success. Hence, the authors posited that more frequent interactions among shareholders lead to a share business vision, which improves collaborative attitudes and knowledge sharing.

Moreover, employees develop loyalties to their functional departments and can have different communication norms, challenging the identity, trust, and cohesion of the business team (Hornstein, 2015).

Managers should develop a leadership style that encourages team interaction and minimize relationship conflict to improve business outcomes. Transformational leadership style can bring about change in the organization through joint influence and shared decision-making.

The successful engagement change initiative might create a vital competitive advantage for small business because business success is about meeting the time, cost, and scope, but it also depends on furthering the competitive position of the business (Gomes & Ramao, 2016).

2.3.2 Performance

Meyers and Meijer (2018) indicated that two factors that will determine the degree to which a follower will accept decisions and take the necessary steps for implementation for business performance are direction and consistency. The authors stated that direction is the first factor, and employees are more likely to develop a commitment to the decision for the performance of the business if they feel that will move them forward. The performance decisions offering should be clear, consistent, and prompt. The more the clarity of the information, the more it will move them to explain what should and should not be done (Meyers & Meijer, 2018).

Consistency indicates that there can be no missing or contradictory portions of the decisions, and the leader's commitment to the decision is positively related to the

business's performance. Business leaders should make clear, consistent, and timely decisions, stand behind, and expect followers to commit to them.

According to Newman et al. (2016), the transformational leadership style promotes trust, which leads to increased performance. The author's study emphasized the importance of effective, cognitive trust in increasing employee performance. The authors explain that affective trust is developed between two parties through the building of emotional ties and social interaction with another. Trust and open decision-making are prerequisites for leaders to strengthen trust, leading to subordinates increasing their level of performance.

A study conducted by Torp and Nielsen (2018) to investigate the relationship between participative leadership and financial outcomes when mediated by psychological ownership. The study defines psychological ownership as occurring when an employee feels that the goals and the institution's outcomes belong to him.

Torp and Nielsen (2018) found out that psychological ownership can be created through the employee stock of ownership and participative leadership. The study also found out that stock ownership creates psychological ownership by emphasizing the external rewards, while participative leadership focuses on the building of consensus and employee empowerment (Pigeon, Montani, & Boudrias, 2017). Moreover, the crowding-out effect occurs, in which the financial benefits of the stock ownership negate the intrinsic rewards offered by the leadership (Torp &Nielsen, 2017).

Lee, Willis, and Tian (2018) indicated that organizational performance and job satisfaction are positively related. According to the authors, a transformative leader has a significant positive effect on organizational citizenship behaviors and inventiveness. The most effective leadership is the one that helps employees to gain competence and develop positive work behaviors. Small business leaders should

ensure that they do not create room for abandonment, overbearing tasks but rather foster employee empowerment through training strategies and communications.

According to SBA (2018), providing business leaders with new strategies enforces a sense of developing training programs for the employees for self-development and self-support, along with long-lasting pride in innovation.

Moreover, the business leader's mindset will evolve in creating avenues that bring motivation to the working environment. The business leader will create an active communication channel that promotes subordinates' feedback by encouraging a sense of teamwork.

2.3.3 Teamwork and Communication

The impetuses that befall transformational leaders are to try and incorporate teamwork when they form the organization's vision and mission. Many factors come to play when to have effective teams like gender equality, culture, minorities, diversity, and salary structure, to mention but just a few.

For instance, Memnon and Jena (2017) stated that there is a great extent of the relationship between gender disparity, decreased satisfaction, and motivational levels of female employees. They stated that to reduce such inequality, the organization must address the importance of pinpointing various human resource methods across the globe to decrease gender inequality and empower its female workers.

It is a daily hurdle for small business leaders to discuss concerns, monitor the measurement of success, and evaluate future duties with employees. To keep employees engaged in streamlining business processes, these clusters allow small business leaders or management teams to measure the team's performance and the business. Leaders must shift attention to shaping attitudes of managers towards employees or junior subordinates in a direction that is befitting as managers greatly

influence employee perception of organizational support and job satisfaction (Wnuk, 2017).

A good team should know that their working staff occasionally needs praise for their accomplishment and recognition of their efforts. It fosters a sense of belonging and the sense of being open and productive in communication feedback networks for employees. If open communication is done between the team members and their direct supervisor, it increases job satisfaction and employee retention.

Authors such as Dahlke and Stahlke (2017) and Rassa (2017) mentioned that teamwork influenced work fulfillment and medical care conveyance. They distinguished that effective cooperation and accompanying qualities, for example, listening, trust, respect for one another, and shared objectives, are esteemed as a method for conveying safe, viable patient care and improving patient results. Effective teamwork expands employment fulfillment and responsibility for giving better minds of employees.

In addition, Leon and Marcu (2016) stressed that more happy, motivated, and steadfast employees would have leaders who retain and foster faith in the representative leadership relationship in decision-making and rouse representatives to work hard. Satisfied employees are focused on their association objective and consider themselves responsible, and act accordingly in their work.

2.3.4 Job Satisfaction and Motivation

Motivation is a state or activity that enables or inspires a person to do a job as much as possible (Rasmi et al., 2017). Hence people with low motivation often display discomfort feelings and displeasure in their workstation. Job satisfaction is something an individual feels at their duty station.

Different levels of satisfaction in value apply to everyone; the higher the satisfaction, it shows that each individual has perceived a higher assessment of their wishes; hence knowing the intrinsic and extrinsic motivators becomes vital.

Larkin-Perkins, (2017) indicated that the small business must understand the link between intrinsic and extrinsic motivation, pay satisfaction, and occupation fulfillment among members in order to understand the components that increase extrinsic (hygiene or support) job satisfaction in order to create retention within the establishment, provide stability and security, enhance the association.

Chrisman, Devaraj, and Patel (2017) propose that the decency of pay and compensation strategy system broadly affect business performance, and individuals/people who see that pay was not fair in their employment stations made examinations with others or felt that their pay doesn't mirror their endeavors. The understanding of subjective pay fairness and remuneration technique is fundamental in holding employees and must improve after some time (Mabaso and Dlamini, 2017). According to Rasool, Jundong, and Sohail (2017), they referenced that despite the fact that money (cash) is a basic factor in increasing job satisfaction in the short run, intrinsic rewards, for example, obligation and feeling of achievement, were viewed as fundamental to build work fulfillment over the long term.

Mittal (2016) suggested that job satisfaction, employee commitment and loyalty, and turnover intentions sways institution outcomes of a leadership style. It is important to have a working atmosphere that respects and guarantees the well-being of workers and their ability to distinguish them from work during the off-job era. High job demands can lead to emotional fatigue, lower commitment to work, and a strong desire for turnover.

An examination by Tampubolon (2016) inspecting the impacts of employee commitment, work inspiration, and occupation fulfillment on worker performance in the Ministry of Export and Import Department, Ministry of Trade, Indonesia found that worker commitment, work inspiration, and employment fulfillment inclined representative execution.

Besides, in an investigation to comprehend the nexus between work fulfillment and job performance of bank aides in Sri Lanka, Mendis (2017) found a similar positive relationship between job performance and job satisfaction.

However, when workers are disconnected from work during off-time hours, it cushions the effect of job stress on employees' personal life. It is therefore pertinent that business leaders should allow or create a mechanism for team members to detach themselves during off-time hours from working stations, communicate policies to employees about working policies, and when they will be needed in times of emergencies. A more accessible communication can ease stress and enable business leaders to improve job satisfaction and will allow employees to accept to do a job of a specific motive because of the drive for job satisfaction (Akwuole, 2017).

Job satisfaction transpires when the nature of the incentives and work derived from the work matches the employee's motivational needs. Leaders must try to change daily small hassles such as irritations, shouting as it is a big hit in boosting employee satisfaction and confidence in management. Caring as a leader by merely asking employees about their lack and hassles and trying to address them will make them feel satisfied and grateful because self-sufficiency and self-control are necessary for them to feel satisfied with their work.

An assessment in Karachi, Pakistan, inspects the connection between work fulfillment and motivation through a comparison between the lower middle and middle-income

groups in different banks (Ezam, 2018). The examination found that workers just think about financial advantages as satisfiers. This shows that there is a positive connection between job satisfaction (occupation fulfillment) and worker inspiration as representatives see work fulfillment within the association; they become more spurred (Ezam, 2018).

In addition, Muenjohn and McMurray (2016) referenced that workers who get backing and help from their administrators turned out to be more faithful and freer. Thus, the good relationship depicts that leaders who get involved and include an explanation of the business mission and vision to supporters/workers and give acknowledgment can achieve their objectives, which can add to the manner in which the representative feels about their work and offer an absolute commitment to the association.

Moreover, a transparent leader who avails to explain tasks and requirements and mostly delegate some of the working duties to subordinates enables subordinates to be more content, inspired, and satisfied as they see that their efforts are appreciated by the business organization.

An analysis of the effect of intellectual enhancement in leadership behavior on employee success in SMEs in Kenya was conducted by Ogola, Sikalieh, and Linge (2017). The examination discovered that administration measures that incorporate scholarly incitement prompted critical and positive employee performance. This shows that when leaders urge representatives to contemplate managing issues that they experience in their workstation, the worker utilized their instinctive, and look for imaginative strategies to move toward their work and tasks, the representatives perform better.

In conclusion, an investigation by Quintana et al. (2015) uncovered that the transformational leadership style is the most proper style for workers in business

performance. They proposed four administrative ramifications for associations, which are:

1. To create transformational leadership dependent on romanticized impact to move group leaders to be more reliable, make reachable targets, and explain the vision,

2. Recognize subordinate's needs and bind them to the leader's desire for achievement and rewards prizes for meeting associations targets,

3. Abstain from applying antagonistic impacts performance, and

4. Record for hierarchical ramifications while presenting individual leadership styles.

Leaders who focus on this may diminish worker's goals to stop work and increases representative commitment and be more oriented to the business and lift the inspiration of the working staff of the business.

2.3.5 Management Processes and Employee Retention

The vital human resources of small and medium enterprises (SMEs) are the employees, as their actions and capacities will influence the overall efficiency, expansion, and sustainability of the critical business sector. Talent management processes in hiring play a critical role in retaining employees, leading to business efficiency and operational performance management (Johennesse & Te-Kuang, 2017).

The individuals in small businesses have an essential role to perform as their job requires intensive and interrelated duties like constant interaction with customers, co-workers, and immediate supervisors, and aligning their responsibilities towards the business codes, policies, and meeting the standards of the business ethics.

It is essential to mention that the satisfactory degree is a multifaceted summation of all the distinct motivation components through the performance of the job activities by the business. The advent of globalization and innovation technologies processes has

forced many business leaders to be operational in overseeing the resources and procure new skills to help their businesses to survive.

Any business or institutions that concentrate on their working environment, investment in intellectual capital, constant appraisal, and training, and coaching of the employees stand a better ground to survive and succeed. Conversely, lack of job satisfaction strategies could gravely impact employee development and small business success. Suk et al. (2016) mentioned in a cross-sectional study about the connection between transformational leadership and the innovative behavior of Koreans found that TL is significantly associated with both knowledge sharing and innovative employee behavior. This shows that if leaders share information and allow subordinates to be part of decision-making and innovation, the business can flourish, and employee satisfaction will increase.

2.3.6 Job Satisfaction and Working Environment

It is possible to classify the conditions which involve the establishment of a healthy working environment as job satisfaction. A leader potentially influences how employees perceive organizational support and job satisfaction, and at the same, the business should shape and direct supervisors' perspectives towards their subordinates in good ways.

Wnuk (2017) indicated that work satisfaction allows business leaders the opportunity to influence the workplace so that it is possible to attract important, experienced, and loyal workers. Therefore, having below par job satisfaction is a signal of unhealthy job conditions. Irrespective of the job sector, the working employees want to maintain high status, prestige, and a right in return for their capacities, for example, abilities, education, and information.

An unable individual who feels cannot meet their expectations becomes dissatisfied in their jobs. Dissatisfaction disturbs the organization's performance and the employee's morale. Job satisfaction can serve as a locus of inspiration and reduce irregular attendance at work, unnecessary firing and replacement of staff, and production. The administration abilities that increase work fulfillment are basic to advance a feeling of possessions and diminish replacement costs, and propel employees (Wnuk, 2017). According to Rajak & Pandey (2017), a committed and satisfied employee tends to be productive and contribute at higher rates to the firm's performance. Creativity, job satisfaction, and productivity are concepts that are related. Therefore, if a leader creates a better working environment that motivates, attract, and retain employees, the organization and the employee will be in a better position to achieve in a competitive atmosphere that demands cost efficiency and quality (Malik, Javed, & Hassan, 2017).

2.3.7 Social Traits of Employees

Leaders must be aware of a few individual qualities if they want to increase job fulfillment. Leaders must know about representative's mentalities since they are fundamental to determine the conduct of worker; leaders must know about administration management, and attention at increasing work satisfaction can impact profitability and job fulfillment and expanding work fulfillment may bring about expanded efficiency and productivity of the business (Obeid, Salleh, and Nor, 2017). A higher worker commitment level can convert into better performance commitment, which is viewed as a wellspring of significant value to the association. Subsequently, leaders must guarantee such esteem is recognized (Hough et al., 2015; Humphries, Jamal, and Jordan, 2016).

Investigating strategies to increase job satisfaction and worker conduct is crucial for organizations' prosperity and could impact the route leaders manage lower-level administration. Understanding the strategies to build satisfaction/fulfillment and its effect on execution is a fundamental belief for small business leaders. Consequently, as indicated by Omoijiade (2015), the administration style that does not address work fulfillment techniques could trigger incapable and inefficient business performance.

Notwithstanding this, the growth of many businesses and failures experienced by some small businesses has accelerated leadership development to implement drastic changes to keep up with large corporations and globalization.

2.3.8 Job Satisfaction and Performance Management

The motivational action towards the employee morale with the general purpose of enhancing the quality and strategy of the company suggests that performance management (PM) is an ongoing mechanism within an organization (Ukko et al., 2017).

There is a vital connection between employee satisfaction and internal marketing, and, at the same time, a good relationship between them leads to a big internal marketing and perceived organizational performance. This relationship between the trio of job satisfaction, internal marketing, and organization performance, according to Kanyurhi and Akonkwa (2016), brings significant improvement in organizational performance.

An investigation by Kanyurhi and Akonkwa (2016) on organizational performance demonstrated that relationship is a key process and contains each individual and all HR measures in the organization. As people within an establishment are altogether attached to accomplishing the institution objectives, so should business leaders start the performance management process, and these basic models must agree simultaneously.

Firstly, strategic planning must be accomplished since the performance management procedure forms the goals of the organization. Strategic planning is defining the business strategy or direction and making critical decisions on allocating the necessary resources to meet the planning target and implementing the target. Hence, once the organizational targets for the PM are established, the employee goals are cascaded. One aim of the PM process is to enrich employee's contributions to the organizational goals (Ukko et al., 2017). Secondly, a thorough understanding of the job is a must and can be done through job analysis. It is vital for the business to conduct analysis more often before starting the PM process. This will help the management to identify and know the stance of the organization and employee's needs.

Moreover, business management needs to identify and choose the correct managerial accounting system (MAS) that fits the company's operations. The management accounting system (MAS) that should be used by the company must satisfy the criteria and be beneficial because the capability of managerial accounting has changed from historical value reporting to real-time reporting and predictive reporting because they can alter (Appelbaum et al. 2017). For example, if they want to assess product costing, the business leader might use performance variance analysis to analyze the variance between the budgeted amount, expected amount, or standard amount and the actual amount incurred/sold by the business (Ghasemi et al., 2016).

Not only the financial but also non-financial performance metrics could be covered by the managerial accounting system. As it tests both non-financial and financial performance indicators, many institutions use the Basic Scorecard (BSC) instrument as a performance assessment stratagem (Quessado, Aibar-Guzman, & Rodrigues, 2016).

Although there is a direct correlation relationship between leadership style and representative fulfillment, an investigation by Elbaz and Haddoud (2017) discovered that not all leadership styles impact worker fulfillment and performance on an examination gathered from 505 travel planners working in Egypt.

Nevertheless, the examination affirmed that transformational leaders who create intelligence administration observe an immediate and positive connection between employee satisfaction and business performance.

2.4 Conceptualization of Job Satisfaction

The economic and social motive alone cannot wholly satisfy employees (Hasmin, 2017). The most important and greatest passion is to understand why people work and to what degree they are content with their job so that the business owner can move focus to places that please their workers. Therefore, the business leader's attitude on the perception fairness, goal setting, rewards structures, and feedback linkages, as attributed in the BSC (Lane et al. 2017), when these attributes are taken together may affect employee's motivation, commitment, and job satisfaction. Job satisfaction may be contingent on the magnitude to which that job requirement meets the individual needs and expectations because the level of fulfillment is controlled by the proportion between what representatives have and what they need.

Many reviews underscore that there are a significant number of factors that can impact the level of success in a business, such as employee performance, job satisfaction, and the degree of engagement in small business (Kovacs et al. 2017; Martin and Simmering, 2016; Lane et al. 2016 and Bin Shmailan 2016). For example, according to Bin Shmailan (2016), work fulfillment may originate from permitting representatives to act naturally coordinated and a solid relationship with individual workers. A better-satisfied employee can perform better and contribute their experience to the general

advancement of the association. Conversely, if an employee's satisfaction is low, the performance level is affected and derailed by the organization's success.

Moreover, advancing the level of satisfaction and performance may create a competitive advantage for the business (Martin &Simmering, 2016). Hence, the right people should be chosen for the right jobs, and the business leader's improvement in engagement, commitment, and enhancing organizational culture by selecting the right people may lead to success. The business environment within the organization is very critical. Business leaders must continuously strive to improve the business environment and foster communication and feedback. It will enable employees to feel more secured and satisfied at work, produce better results, and the long-run effect of demonstrating enthusiasm will be shown in the business by the employees. The statement is supported by Vargas (2015) that "leaders must work to continue to improve internal process, foster communication, and plan, encourage employee's personal growth, and ask for employee's inputs to improve the engagement." Obtaining this can be done through engagement and communication between management and subordinates.

Thus, satisfaction is dynamic and yet continually shifting among people. It is a positive emotional state when people's jobs seem to fulfill essential values, so long as these values are compatible with individual needs. One route for this is for business leaders must/should know about the methodologies, conditions, and factors that can expand work fulfillment and cooperation, for example, coordinated effort, support backing, competency, and accomplishment (Northouse, 2016).

It is sometimes complicated for members to understand how they contribute to the 'big picture' of the business; hence achievement is a vital satisfaction tool for the employee. Small business leaders must combine the right mixture of teams and train, engage,

inspire, recognize, and provide sufficient data that can unify the team to increase job satisfaction. However, if the small business leaders do not recognize the team's achievements and what unifies the team, they might be understood as an implicit message that the leader does not care about the employees.

A growing business means that the employer/business leader and the subordinate's/employee take possession of their roles and obligations to achieve excellence and efficacy (Rao, 2017).

Leaders must attempt to shift attention from the difficulties the group is confronting; however, to invest energy thinking about how much the group has accomplished. As a result, the colleagues may feel that their accomplishment matters for the association and are advancing towards the expressed objectives, they will feel more inspired to keep seeking after the leader's objectives.

Nevertheless, it is not easy to manage a team/business, as it is a daunting task. However, as a leader of change, it is expedient to maintain success by keeping proper open communication channels, creating feedback mechanisms, setting clear and concise objectives, and, most importantly, recognizing the inputs from your employees. If the above mentioned is synchronized correctly, the business leaders will surely taste success and provide job satisfaction.

2.4.1 The Importance of Satisfied Employees

As indicated by Lane et al. (2017), work satisfaction is gotten from and has causative between related elements. Even though these causes can never be totally segregated, other for analysis, they can be of factual procedures and isolated reasonably to demonstrate their overall significance to work fulfillment.

An assessment by Lane et al. (2017) on the determinants of work satisfaction found that feedback, oversight, adaptable leadership, individual factors, administrators'

conduct of objective setting, view of fairness, and reward framework are turning into the BSC attributes. These credits can influence leaders and workers' inspiration, commitment, and fulfillment.

Feedback can kindle motivation and performance through the perceived impact, according to Martin and Simmering (2016). Continues fair-mindedness and constructive feedback from the business leaders can improve organizational outcomes such as performance and job satisfaction.

 Simon et al. (2015) posits that leaders who are bendable and listen attentively to their employees' strategic capabilities, provide feedback, and develop the workforce skills will have satisfied employees. Therefore, not getting feedback can be quite disappointing to some of the employees. Providing adequate and continuous feedback ensures members can know where they are and make a strenuous effort to improve. Both negative and positive feedback is essential for the business, and business leaders must try not only to pinpoint the wrong time but also to let team members what is right.

Hence, the business leaders must know what kind of feedback the workforce responds to best and the areas that need improvement as it is important.

Again, the feeling of employees towards their leaders/supervisors is very critical. The leader-subordinate connection and communication interface work fulfillment subject to knowledge management (KM).

According to Aino, Mika, & Pia (2016), KM's existence in the working environment is very significant and relates to job satisfaction. The supervisor must try to implement activities in the organization, not only to improve knowledge worker performance but also to improve employees' well-being. Leaders with vision innovativeness, dynamic strategic capabilities, and the ability to select and retain good employees will contribute

significantly to organizational financial and non-financial performance. For instance, Simon et al. (2015) stated that employees much appreciate the gift of time; hence, the flexibility of the leader by given days off (1-2) of remote work per week is an avenue of showing the team members that the leaders trust them, and this can lead to increase engagement and productivity for the business.

Moreover, there is a positive relationship between customer satisfaction, employee satisfaction, and business lucrativeness. A happier employee will appear to do more work to manage good behavior and interaction with the company clients, and the customers will be happy and continue to deal with the organization accordingly. Satisfied workers have higher intentions for the company to continue operating, become more and more creative, more accountable, more agile, more industrious, and have lower absenteeism free of charge (Hays & Lou, 2015). Besides, the more satisfied the customers are with the organization, the more profit the organization receives and continuously achieves repeated sales (Simon et al., 2015).

Rassa (2017) expressed that low benefits, low compensation packages, absence of supervision, absence of nonstop professional training, and acknowledgment are the main determinants of occupation disappointment; the business leaders must escalate the degrees of employment fulfillment to accomplish more elevated levels of workers satisfaction and along these lines guarantee excellent conveyance from employees/representatives.

Lastly, satisfied employees within the organization are the better collaboration with the business consumers, which will ultimately lead to scarcer grievances from customers on employee quality delivery. Hence, the scholars Singh et al. (2017) postulate that the higher job satisfaction of the employees increases service quality, and it reflects

on the increases in the profitability of the organization through future sales and positive customer goodwill.

2.4.2 Consequences of Job Dissatisfaction of Employees

Hays and Lou (2015) identified the possible casual chain leading to job turnover/retention. They mentioned that work turnover, absenteeism, and employment burnout could be attributed to an absence of job fulfillment. There is a procedure chain from individual desire through the dedication penchant, alongside seriousness of the task to increase the responsibility, through the intention, lastly to maintenance/burnout of the person.

The attributes of job dissatisfaction are multifaceted, for instance, damaging job turnover in an organization may include discouragement of other employees, negative public relations, the distraction of routine activities, an increased cost to recruit, and derailed opportunities for the business to pursue growth strategies.

Simon et al. (2015) stated that to curb negative consequences connected with job dissatisfaction, the company must ensure that a forum for comprehensive awareness is appropriate as to which variables or techniques can contribute to job satisfaction and which paths generate the employee's job dissatisfaction. The safety net of employees is that the organization must care about them. It can be expressed through channeling messages from the employer /managers on how they treat their staff to the benefit they receive and more subtle messages. The most crucial aspect of job satisfaction is that the employees want to have a good perception that their leaders support them, even if they cannot give all the benefits and advantages they would love to obtain from the organization.

2.5 Summary

The chapter reviewed self- implicit theories advocated by Dweck (1986) and Burns transformational leadership theory and engaged many professional literature reviews about leadership mindset and job satisfaction.

The study highlighted the common findings among researchers that institutional leaders are answerable for rousing workers and increasing job satisfaction. The study consideration was drawn on leadership mindset, the more incremental the leaders are, the better the chances of creating avenues for feedback to enhance business prosperity and also shifted attention on transformational leadership and work satisfaction that was published recently within the duration of the last five years from journals and reviews.

The chapter's review shows that the organization becomes worse when the leaders/employees show a little level of work satisfaction. Therefore, leaders must ensure a potential healthy working atmosphere that can keep employees motivated and satisfied. Through this assuage effect, the business can maintain profitability and maintain loyal customers.

The next chapter discusses the methodology, data collection methods, data analysis, validity, and reliability of the study.

CHAPTER III: METHODOLOGY

3.1 Overview of Research Problem

Micro and small business leaders consistently make decisive decisions with the inadequacy of resources to ensure the floating of the business against large corporations. Many small businesses lack strategies to maintain professional communication and strategies to increase job satisfaction between leaders and employees. The mindset of business leaders and the leadership strategies for the growth of the business is very critical to ensure the performance of the entire business organization (Kovacs, Stadlbauer, Batinic, & Gnambs, 2017)

The general challenge is that small business leaders continuously struggle to survive or to sustain themselves over some time due to several factors such as financial constraints, employee challenges, customer satisfaction, which has a direct consequence on the production profit. The major problem for small businesses is that many leaders lack the strategies approaches to increase the overall job satisfaction of their employees.

Hence, enhancing a leadership mentality to explore job satisfaction may create value for business performance. The impact of a leader mindset on employee performance and job satisfaction may affect the relationship between business performance and the employee to perform efficiently.

3.2 Operationalization of Theoretical Constructs

Although there are many domain research methods, the three most used are quantitative, mixed-method, and qualitative methods. According to Koys and Adams 2015 and Saunders et al. 2015, to make predictions, the researchers in quantitative use estimates to examine differences or variable relations to respond to questions about relationships among variables in the form of correlations (Bilgin, 2017).

In addition, there are properties of both quantitative and qualitative approaches in a mixed-method system (Saunders et al., 2015). To understanding the particular phenomena, the research prefers to use a qualitative approach (Silverman 2016). Nevertheless, for this analysis, both quantitative and mixed approaches were inadequate because quantitative research explores associations or similarities between variables or attempts to test theories and consider causative effects between variables.

The study does not intend to calculate statistical significance or insignificance (Saunders et al., 2015). Instead, the study uses a qualitative case method using in-depth interviews from study participants to explore leadership mindset on the improvement of job satisfaction for business performance. All the data collected will be triangulated using a triangulation approach to validate the work and increase the credibility of the research findings and help ensure that all fundamental biases arising from the use of a single method are overcome (Johnson et al., 2017).

3.3 Research Purpose and Questions

The distinct purpose of this study is to explore the leadership mindset and strategies that can help the growth of small businesses and bring job satisfaction for both the employer and the employee.

The target recipients are small business leaders in Astana, Kazakhstan, with sprawling businesses in the capital city of Kazakhstan. The implications are for positive growth by reducing the number of small businesses shut down in the city but also offers practical strategies to overcome several of the challenges presented by large competitors to the small business industry.

Specific Aims

- To explore the mindset and strategies small business leaders use to increase employees' overall job satisfaction.

- Identifying the mindset of leaders and what theoretical approach the business can take to arrive at sustainable leadership strategies.

- Examine solutions and methods small business industries can use to show value in employee satisfaction and encourage regular growth performance.

Research Question

- What are the mindset and strategies do small business leaders use to increase employees' overall job satisfaction?

Hypothesis

- The study hypothesizes that a leadership mindset is positively related to leadership growth and job satisfaction.

3.4 Research Design

To answer the proposed research questions, the study shall use a qualitative method. The study shall use a case study (Saunders et al. 2015) by engaging in semi-structured in-depth interviews to explore the behaviors and their happenings as opposed to quantitative methods in the job satisfaction of employees to improve business performance.

It is essential to mention that other designs, such as historical research, phenomenological, grounded theory, ethnography, and correlational designs, were not pursued and intended as a good fit for this study. It is objective if the researcher wants to find or show a relationship between two or more variables (independent and dependent variables).

Qualitative research is explorative research used to understand the underlying reasons and opinions (Silverman, 2016). Within this study, it is necessary that the

researcher aims to examine human behavior by asking participants to answer open-ended semi-structured interview questions to gain insight into the topic of work satisfaction and attitude of leadership. In addition, the qualitative analysis may provide insights into a problem or help to build hypotheses for a future quantitative study (Saunders, Lewis & Thornhill 2015). It will help the study to form correlations for the study.

The use of semi-structured interviews will assist the study in uncovering the "why and why not" of people reaction towards job satisfaction, small business failure, and leader's performance, and it would be beneficial in trying to understand why business fail and what strategies small business leaders can use to improve job satisfaction and boost business performance.

Besides, this will allow research study to be diversified and look at different perspectives of business strategies, which will result in having a better understanding of the study phenomenon.

The study uses a triangulation approach to assist in validating the credibility of the study. The triangulation approach is a method used to increase the credibility and validity of the research findings (Cohen 2000). Triangulation helps in explaining and exploring complex human behavior using a variety of methods to offer a more balanced explanation of the study to readers (Mordock 2019).

3.5 Population and Sample Selection

This study's population was epitomized by small business leaders or members in a leadership position within an organization in Nur-Sultan, Kazakhstan. For the study to achieve its aim, purposive sampling was adopted. In purposeful sampling, researchers may use judgment to pick respondents who could provide reliable and useful

information to address research questions or accomplish research goals (Abdullah et al. 2015).

Twenty-five (25) research participants who met all requirements by purposeful sampling were chosen. Purposive sampling is a form of non-probability sampling where the investigator of the research uses as judgment for selecting members of the study population to participate in the study (Yin, 2018).

The sample population below explains the categories, number of businesses, and job positions of the small business owners for the study. The study used SBL to represents small business leaders and alphanumerical (1,2,3, etc.) to indicate the type of position and age categories from the sample population. The SBL will be used in the results section to give a breakdown, age categories, educational background, and the time span for each of the participants during the one-on-one semi-structured interview for the study. Below is the sample population for the study on job satisfaction and leadership mindset for small business performance in Astana, Kazakhstan.
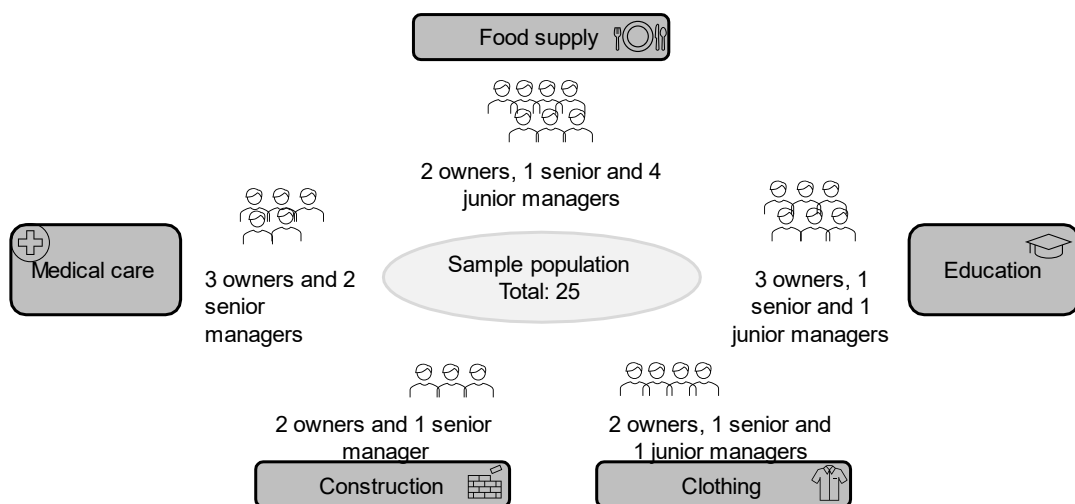
Figure 2 Sample Population of Small Businesses

Permission was sorted from the research participants to conduct the interview. The criteria for the selection of the participants were that they had been personally involved in small business management. The participant's selection is explained below in the next sub-heading of the study.

3.6 Participant Selection

It is important to base 13 semi-structured interview questions about job satisfaction and leadership mindset in improving small business performance. The interview will be confidential and allow research participants to answer confidently. The semi-structured interview will be conducted with small business leaders to ascertain the necessary loops and strategies for leadership performance in small businesses. Letters will be sent to them in advance to solicit their permission to conduct the interview. Upon receiving confirmation from the participant's willingness to participate in the study, I will send them an informed consent form and an invitation letter for a date that is suitable and convenient to them.

Tong & Dew (2016) noted that in qualitative case study design, the researcher must focus on selecting respondents who can express viewpoints related to the research question in order to achieve data saturation with the twenty-five small business leaders on work satisfaction strategies to enhance business results and to ensure an overlap of data to achieve saturation and the study objectives.

Morse (2015a) claimed that only after data saturation is reached will the study phenomenon become purer and more understandable. Any variables that, if understood, would alter the outcomes of the study, all overlapping information would potentially eliminate the unknown issues (Morse 2015a). He recommended that when starting the interview process, to identify themes, it is easy to pick a small sample,

collect and evaluate information, and then perform more interviews until no new themes or data is available.

Moreover, for the interviewee to communicate openly, Sivell et al. (2015) mentioned that the researcher must conduct interviews in a setting that is comfortable for the interview respondent. In addition, the researcher must always be flexible and diligent in supplying the research participants with the various places of convenience and scheduling to ensure that the interview takes place, the study interviews at the time and place selected by the convenience of the small business leader.

Even in purposeful sampling, a limitation may emerge as the researcher can leave a quality sample out of the collection and not capture the entire essential to fully explore the study questions (Sivell et al., 2015). Nevertheless, these researched participants were intentionally selected for participation because they have intimate knowledge of the organization, the staff, and the association's success history.

3.7 Instrumentation

Data collection concerns obtaining the essential details of the study phenomenon, and it includes observing the participants' feelings, emotions, and thought processes (Silverman, 2016). The data was extracted through primary and secondary methods. The study used the semi-structured interview as the primary source of data to get a general overview of job satisfaction, the implication of a leadership mindset for small business performance. The primary methods were collected through personal one-on-one semi-structured interviews and observation. The secondary method reviewed documents, government websites, and academic journal articles. It enabled the researcher to focus beyond the literature on the problem of interest in the study.

Shirani (2015) states that semi-structured interview methods allow the researcher to concentrate, structure, and provide the flexibility the study participants need to talk freely and to clarify responses with follow-up questions to gain in-depth understanding and information from the participant. The interview allows the researcher to gather the business leader's knowledge and experiences and analysed the meanings of their exposure to business and experiences (Yin 2018).

Moreover, the one-on-one interview is essential in that it assists in establishing rapport with the interviewee and gets the support needed to obtain accurate data for validation. Six sources of evidence, as advanced by Yin (2018) in qualitative research, are (i) interviews, (ii) documentation, (iii) direct observation, (iv) physical artifacts, (v) participant observation, and (vi) archival records. Hence, the source of evidence the study choose includes interviews, direct observation, and document analysis as a secondary means of data collection. Document analysis is essential as it can be used by the researcher to collect documents to develop an understanding of the study phenomenon (Schneider, 2016).

The original document gathered helped in explaining the business leadership approach to job satisfaction strategies. Besides, the study reviewed policy documents and structures associated with employee satisfaction from the financial hub centre and journals from the Nazarbayev University in Kazakhstan, and academic journals. The use of multiple evidence sources, such as interviews, record analysis, and observation, form an important part of methodological triangulation, according to Oesterreich and Teuteberg 2016 and Yin, 2018.

Therefore, the study used several sources mentioned above as a methodological triangulation to enhance the reliability and conformability of the data. Methodological

triangulation ensures validity and richness of the research as it offers a variety of datasets such as the research interviews, documents obtain from literature reviews, and observations before and during the collection of the data.

The study used Hunt, Chan & Mehta's (2011) strategies to remain reliable throughout the research. The study considered prior interviews and experiences that were thoroughly done in preparing for the interview, forming in mind the attributes of power dynamics within the interview, observation of verbal signals, and evaluated the on-going process.

The study used member supervision of the participants of the company leader to ensure validity and correct analysis of interviewee answers to the interview questions to achieve reliability and generalizability. In addition, Morse (2015b) claimed that through member checking, researchers could achieve trustworthiness and generalizability.

To achieve validity of the study, all the documents were digitally recorded from the interviews and preserved in a secured place to protect the confidentiality of the interviewees as enshrined in the University ethical standards and the signed consent form to mitigate bias.

3.8 Data Collection Procedures

The interview procedure was followed to maintain a safe and good relationship with the interviewees before, during, and after the interview period to build trust and collect accurate data. The interview protocol is attached in Appendix B.

In a convenient place of identification, the researcher met each of the interviewees and began the interview by expressing appreciation and presenting a summary of the research subject. I issued a copy of the consent form and received from each individual

a signed copy. Using a mobile device or laptop, each of the interviewees was asked to record the interview and reminded them about the member verification procedure to ensure the consistency of the collected data.

The time for the interview was 30-50 minutes approximately, and all the interview protocol is attached in the appendix of the study, which explains how the researcher conducted the interview with the research participants.

To ensure conformity and to obtain a detailed overview of the participant's experiences, Bauman (2015) and Bowden & Galindo-Gonzalez (2015) claimed that it is important for the researcher to provide participants full disclosure of the interview process. In addition, conducting interviews for qualitative case study analysis is the primary method of data collection. The interviews assist the research in accessing the depth of personalized knowledge of the respondents (Hancock & Algozzine, 2015).

Furthermore, the researcher warranted data saturation to explore job satisfaction strategies that small business leaders use to advance the performance. Data saturation can be determined by the study's uncontainable issues, such as the participant's knowledge and familiarity with the research questions, and I ensured standardization of the sample size.

The lack of research participants to fully answer the research question can put the study in jeopardy to reach data saturation. The sample size standardization also requires all respondents to answer the same questions in the same format in a standard way, and the investigator must interpret the responses in the same way (Malterud et al. 2015).).

The use of interviews helps the researcher to gain a better understanding of the stories of those questioned and, if possible, succeed in asking probing questions (Granot & Greene, 2015). It is essential to highlight that one of the merits of conducting semi-

structured interviews with open-ended questions much helped explore the lived experiences of the researched participants.

Finally, to avoid the demerits of collecting documents such as edited documents that lose literal meaning or exposure to confidentiality infringement, the study collected data and ensured member controls to establish a proper understanding and validity of the data collected. According to Yin (2018), data collection instruments must be explicit, the researcher tried as much as possible to accessed and used documents within the last five years that are relative to the study, and this ensured the reliability and generalizability of the study.

3.8.1 Data Management

Yin (2018) listed five steps to organize and secure information, beginning with (i) data management, (ii) journal data preservation, (iii) CAQDAS data entry, (iv) study-wide analysis of researcher notes, and (v) storing all data on an external storage device. For this study, all the participants allowed the use of smartphones and laptop application software.

To organize the data, the researcher used flexibility in deploying the data, and technology was the primary tool used. The research used programs such as Microsoft Word, Excel, and computer-assisted qualitative data analysis software (CAQDAS) for ease of comparison, and all the data was coded, transcribed, interpreted, and summarized.

In addition, to maintain confidentiality, the study used an alphanumeric code beginning with the letter SBL1 (for business leader), followed by a suitable number for each participant. The alphanumeric numbering began between SBL1 and SBL25. Finally,

all the data was transcribed instantaneously upon completion to preserve the accuracy and numbering of the information.

3.9 Data Analysis

Yin (2018) stated that in qualitative research, the researcher is the instrument used to collect the data. The study uses purposive sampling. The data will be collected through personal one-on-one semi-structured interviews and open-ended questions to the study respondents. All the collected data that will form the interviews, documents and direct observation will be triangulated.

Fusch and Ness (2015) argue that triangulation is the use of many strategies that the research examines, such as interviews, reports, and observation, and the degrees of the perspective of the same phenomenon. They are using triangulation for the study to assist in validating the study results. To identify common patterns, triangulation will help to cross-reference the data obtained from the interviews and equate the transcripts with the secondary sources.

The study created a matrix for each participant interview to easily find themes and connect the data. To verify the accuracy of the interpretation of the data collected by the interviewee during a brief session, a member check was used.

According to Merriam and Tisdell (2015), a two-way analysis and interpretation is a primary way to get positive input from the interviewee, which the researcher uses to validate the validity, interpretation, and understanding of the interviewee's statements.

A copy of the interview's research explanations was given to the interviewee, and no corrections were needed during the member checking process. Also, as a result of numerous interviews and the difficulty of data organization and analysis in qualitative

studies, the study used computer-assisted qualitative data analysis tools, as suggested by Saldaňa (2015).

To manage and organize the data, the study used NVivo software. NVivo is a qualitative program for the thematic categorization of coding and qualitative data extraction of themes. The research transcribed the raw data into a Microsoft Word document, uploaded the Word document to the NVivo document, and uploaded the documents for the procedure. It assisted in the qualitative data management of the paper and coded the data (Clarke, 2015).

To obtain versatility, which is crucial for recognizing nodes and matrices, I used the NVivo program. The audio and documents were coded, organized, and transcribed using NVivo to identify the study themes related to the research questions. The themes of the study were compared to those indicated in the themes or instructions of transformational leadership theory, including (i) idealized influence, (ii) inspiring motivation, (iii) intellectual stimulation, and (iv) individualized consideration.

The study themes were associated with the different dimensions of the conceptual structure to gain an informed understanding of the strategies for job satisfaction required to enhance the performance of small businesses in Kazakhstan.

Reliability and Validity of the Study

Yin (2018) mentioned that qualitative study quality depends on withstanding the test of reliability and validity. To have a trustworthiness of the study, the researcher ensured reliability and validity by addressing the four most essential components of dependability, transferability, credibility, and conformability advocated by Shoaib and Mujtaba (2016).

In a qualitative analysis, researchers can achieve reliability and validity by adhering to trustworthiness. Via member verification, transcript analysis, and data triangulation,

the study developed consistency. The use of member checks helped to provide the data with consistency and added credibility. The study ensured that all the participants obtained a copy of the interviews' explanation to verify the results and make corrections where necessary.

Reliability

Reliability alludes to the accuracy with which, if replicated, the analysis would yield the same results. Fusch and Ness (2015) suggested that qualitative researchers must use different viewpoints on the importance of the analysis. The study focused on all the changes influencing the analysis procedure to ensure data compatibility to guarantee data consistency, data strength, and reliability. During an interview procedure, coherent and transparent interview questions, an interview transcript, and a copy of the transcript were given for confirmation by the research participants.

According to Yin (2015), the collected data's reliability will be assured using member verification over the transcript analysis. In addition, Fusch and Ness (2015) also stated that member checking improved the reliability of the results of the study and suggested that qualitative researchers use member checking when conducting interviews to validate evidence.

The researcher ensured that all the respondents have enough time to complete member checking to ensure the accuracy of the interpretation and provided copies to each respondent of the interpretations, and satisfaction was achieved from the respondents. The repeated member checking, transcript reviews show the reliability of the research work.

Validity

To ensure the research results' trustworthiness, the researcher must confirm adherence to the standards of the research by conforming to the principles of integrity, transferability, and reliability. Yin (2015) posits that the research's validity will compromise the quality of the research if impaired during the research process. Hence, validity is the principal meter of research quality, which guarantees an accurate interpretation of the data to accomplish valid conclusions.

Proctor (2017) said that because the qualitative researcher relies on subjective, interpretive, and contextual data, the findings of the researcher must shift to ensure the reliability and validity of the study results. Hence, the research findings must be consistent, believable, applicable, and credible if they are useful to readers and other scholars. Again, to withstand the scrutiny, scholars should take crucial factors of integrity, transferability, reliability, and conformability into account. The analysis must ensure the precision, richness, and trustworthiness of the data rather than the data's quantity to gain legitimacy (Proctor, 2017).

Triangulation is very critical as it ensures precision from various viewpoints by cross-checking data interpretation with research respondents. The use of member checks helps to create credibility and provide the analysis of the data is correct via constant interaction, constant observation, and external job audits, the study demonstrated credibility.

The researcher must ensure that the findings are generalizable and acceptable to other environments, according to Proctor (2017), for the study to achieve transferability. To help readers extend the results correctly to different contexts, the report carefully explained the analysis context.

The study recorded all aspects of any anomalies or unanticipated events to clarify the results better and assist prospective researchers who might want to replicate them to

achieve reliability. The study also guaranteed compliance by adhering to objectivity during the analysis process and ignoring the research participants' prejudices.

Malterud et al. (2015) cautioned that the probability of data saturation would be jeopardized if respondents did not thoroughly address the research questions. The study achieved saturation of the survey with ten (10) small business leaders and a Survey of Graduate students of business through standardization of the sample size. Standardization allows respondents to respond in a standard manner to the same questions using the same format, and the researcher must interpret the answers in the same way.

3.10 Research Design Limitation

Yin (2018) stated that assumptions are facts that have not yet been verified but validate the study. Hence, the researcher made some assumptions when developing and analyzing the research design. The researcher assumed that Astana's small business leaders were overall representative of Kazakhstan's small business sector and leaders.

Furthermore, the researcher assumed that the small sample population represents the small business sector's demographic characteristics in Kazakhstan.

Moreover, it is difficult to presume that interview questions were responded to honestly and accurately by the small business leaders. The researcher also anticipated that all the research participants would have appropriate knowledge of effective strategies to increase overall employee job satisfaction and business performance.

Finally, the limitations that pose a vital weakness of the research design are the study's non-generalizability and the chances of the research participants being hesitant to share their information openly.

3.11 Conclusion

The chapter discussed the qualitative analysis process and the rationale for using qualitative case study as necessary to analyze the particular problems of the lack of strategies for small business leaders to increase their employees ' job satisfaction and increase business efficiency.

The chapter outlined the methodology, research design, and sample size, using a case study to analyze methods used by small business leaders to improve employees' overall work satisfaction. The study also provided the significance of using NVivo software to generate emerging data analysis themes and compare them to the conceptual context and literature to address the research question. The study stressed the importance of reliability and validity using member checking and conducting triangulation. Small business leaders can use the study results to improve the performance of both workers and businesses to benefit the communities.

The findings from the case study could contribute to a better understanding of successful strategies for job satisfaction that increase small businesses' overall satisfaction with their jobs and boost return on investment.

The next chapter introduces the findings obtained from the research on the importance of job satisfaction, the implication of a leadership mindset on business performance.

CHAPTER IV: RESULTS

4.1 Introduction

Chapter 3 discussed the preferred methodology, the design, and data collection for the research and emphasizes the study's importance using triangulation methodology to validate the research findings. This chapter presents the findings of results from the research participants of the study. The data from the participants was obtained through interviews and direct observations.

The findings were also in line with the literature of the study to address the study questions. For the qualitative case study, the overarching research issue was: What mindset and strategies do small business leaders use to maximize employees' overall work satisfaction? To arrive at a comfortable response to the question, the researcher conducted a semi-structured face-to-face interview with twenty-five small business leaders in Astana, Kazakhstan. Each business leader had more than 4 to 11 years' experience managing a small business and other prominent businesses among the research participants.

As mentioned in the methodology chapter, the study used SBL to represents small business leaders and alphanumerical (1,2,3, etc.) to indicate the type of position and age categories from the sample population. The SBL used in the results section gives a break of age categories, educational background, and the time span for each participant during the one-on-one semi-structured interview for the study.

The researcher deployed qualitative multiple case study to strengthen the results and bring more accuracy to the results findings. The research conducted interviews with 25 different types of small businesses in Astana, Kazakhstan. Yin (2003) mentioned that multiple case study methodology is very vigorous and presents a higher accuracy in the generalization of the research results. The interviews with the SBL were

conducted between June and December 2020. The interviews were between 30 to 50 minutes long (on average 38 minutes). Table 1 provides sample details.

Table 1 Sample details of Small Businesses

SBL	Age	Business type	Educational background	Job category	Working experience	Interview time
SBL1	46-55	Educational institution	Bachelor's degree	Owner	10 years	36 Mins
SBL2	56-65	Construction	Post-graduate degree	Owner	14 years	30 Mins
SBL3	36-45	Medical care	Bachelor's degree	Senior management	6 years	42 Mins
SBL4	46-55	Clothing industry	Bachelor's degree	Owner	9 years	37 Mins
SBL5	36-45	Educational institution	Diploma	Senior management	5 years	40 Mins
SBL6	46-55	Medical care	Post-graduate degree	Owner	10 years	48Mins
SBL7	25-35	Food supply	Bachelor's degree	Owner	5 years	33 Mins
SBL8	46-55	Food supply	Diploma	Senior management	8 years	40 Mins
SBL9	25-35	Food supply	High school certificate	Junior management	4 years	33 Mins

SBL10	46-55	Medical care	Bachelor's degree	Senior management	8 years	41 Mins
SBL11	56-65	Medical care	Bachelor's degree	Owner	9 years	32 Mins
SBL12	46-55	Construction	Bachelor's degree	Owner	10 years	42 Mins
SBL13	36-45	Construction	High school certificate	Senior management	7 years	33 Mins
SBL14	25-35	Food supply	Diploma	Junior management	4 years	40 Mins
SBL15	46-55	Educational institution	Bachelor's degree	Owner	9 years	44Mins
SBL16	25-35	Food supply	High school certificate	Junior management	5 years	41 Mins
SBL17	56-65	Educational institution	Post-graduate degree	Owner	12 years	41 Mins
SBL18	56-65	Food supply	Bachelor's degree	Owner	10 years	38Mins
SBL19	46-55	Educational institution	Bachelor's degree	Junior management	6 years	37 Mins
SBL20	46-55	Educational institution	Bachelor's degree	Senior management	8 years	39 Mins
SBL21	36-45	Clothing industry	Diploma	Senior management	5 years	32 mins

SBL22	25-35	Food supply	High school certificate	Junior management	5 years	33Mins
SBL23	56-65	Medical care	Bachelor's degree	Owner	9 years	40Mins
SBL24	25-35	Clothing industry	Diploma	Junior management	4 years	42Mins
SBL25	46-55	Clothing industry	Bachelor's degree	Owner	9 years	39Mins

The qualitative data for the study were consolidated using thematic analysis. The themes that originated from the discussions of the research questions from the study participants were analyzed. The interviews were transcribed into Microsoft Word files to ensure the accuracy and authenticity of their answers to the audio recordings.

Moreover, this chapter's findings discussed the respondents' demographic profile analysis from the small business leaders to junior managers in Astana, Kazakhstan, interviewed in a graphical formation. It is then followed by an inductive analysis of the qualitative data, which cascaded through this section. During the study, these patterns/themes emerge on the mindset and strategies small businesses can use to improve job satisfaction and business performance.

Theme 1: Offer supportive leadership.

Theme 2: Improve financial incentives.

Theme 3: Offer non-financial benefits.

Theme 4: Leadership growth and development

Theme 5: Coaching and Training

4.2 The demographic information

The qualitative case studies on small business leaders' mindset on employees' job satisfaction started with the question of small business leaders given a narrative background about themselves, age, educational background, and employment status. Below is the graphical presentation of the demographic of the research participants.

4.2.1 Age distribution of participants

The age distribution of the research participants ranged from 25 years to 65 years. Figure 2 below illustrates the age distribution.
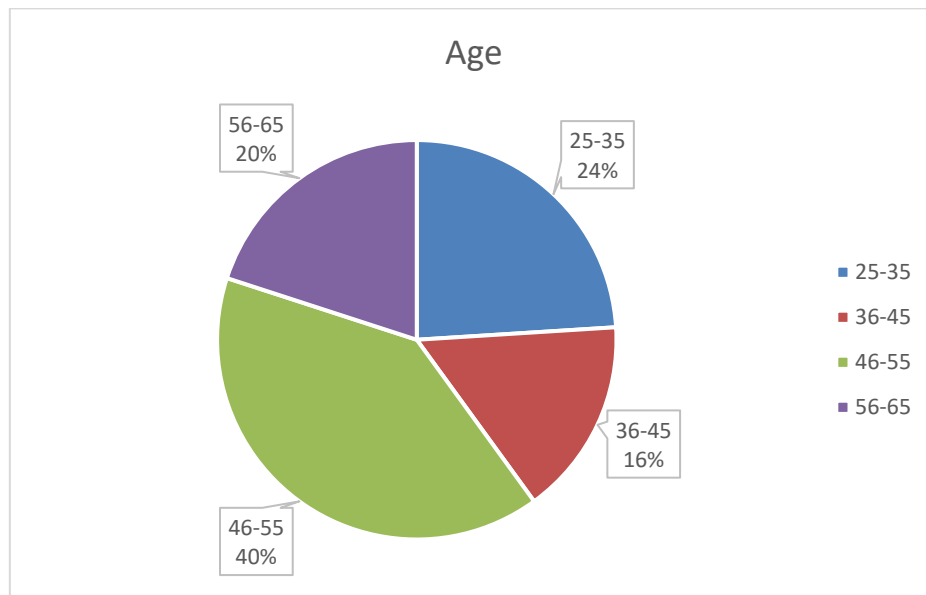
Figure 3 Age of the study participants

The majority of the small business leaders' participants were aged between 46 to 55 years, representing 40% of the sample. The age group of 36 to 45 shows the smallest percentage (16%). However, the number of young people in business is higher than the age groups of 56 to 65 and 36 to 45.

4.2.2 Educational background of participants

Figure 3 illustrates the distribution of the small business leaders' level of educational qualification for the study.
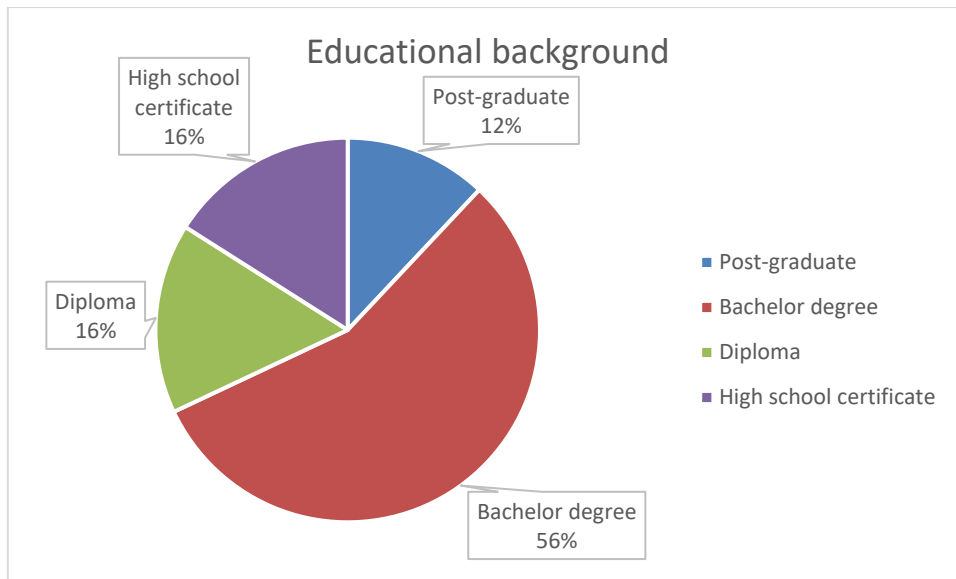
Figure 4 Educational background of the study participants

Overall, 68% of people have a degree, whereas 56% of people are with a bachelor's degree. Appendix D reveals that most persons who have a degree are shareholders and senior management. An equal number of respondents have diplomas and high school certificates (16%), mostly young people and managers, mostly in construction and food supply.

4.2.3 Job category

Figure 4 pie chart demonstrates the distribution of respondents by job category.
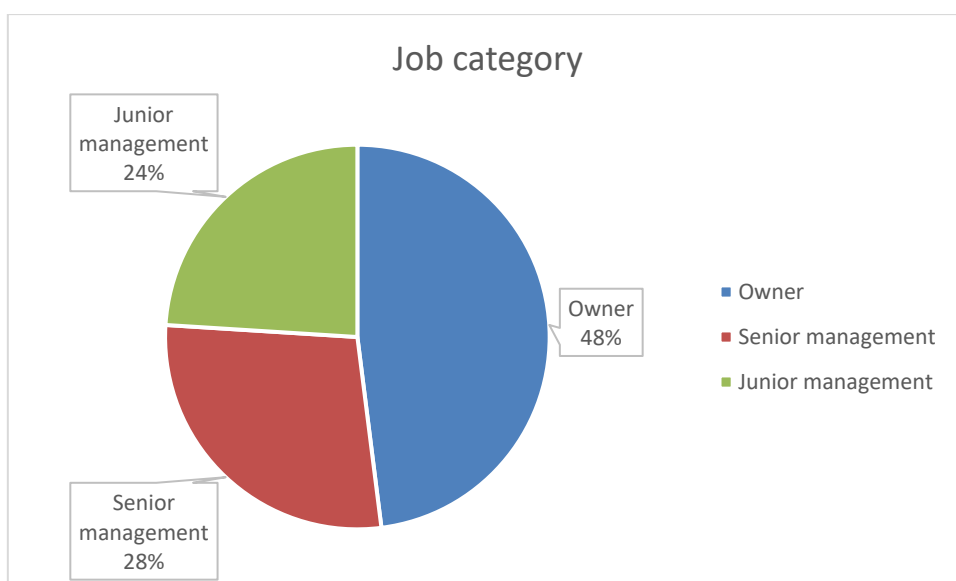
Figure 5 Job category of the business leaders

The majority (48%) of the research participants are owners of the business. It is followed by 28% senior management and 24% junior managers or working as small business supervisors.

4.2.4 Types of business
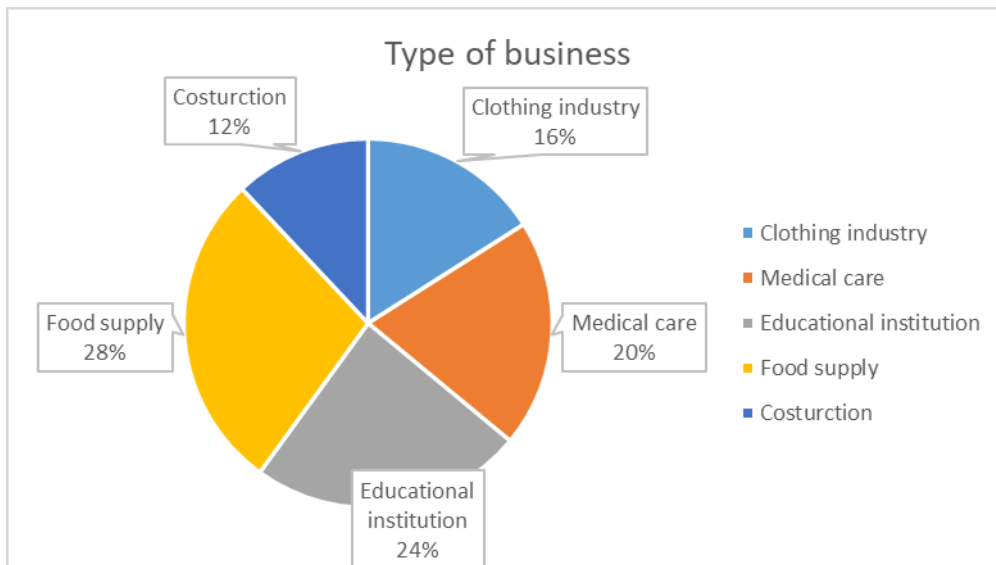
Figure 6 Type of businesses participants do

Most of the research participants are the managers in food supply (28%), such as a coffee shops, restaurants, bakery shop owners. This is followed by the educational institutions' owners and managers (24%), such as language centers and exam preparation centers. The smallest number is presented by the field of construction (12%).

4.3 Results

4.3.1 What mindset and strategies do small business leaders use to increase employees' overall job satisfaction?

The first theme arising from the data examined revealed that delivering positive leadership and recognizing workers' needs increased workplace satisfaction. The

small business leaders indicated that their working staff was more satisfied with the working environment and the supportive leadership environment.

All the small business leaders employ many methods to maintain support and promote a sense of team collaboration. Supportive leadership can create a better working environment and creative avenues for the business's support staff. All the research participants indicated the importance of offering supportive leadership that positively influences the workers and the business organization's wholeness.

All the research participants inferred that owners and their respective families manage many because of the uniqueness of small businesses, which are different from those of large organizations. The research participants swiftly expressed the criticalness of giving supportive leadership to all staff to foster collaboration between the employer and their subordinates.

SBL2 stated that:

"Without support, employees cannot function effectively in our business. Management constantly offers support and collaboration to achieve team goals".

SBL17 said that:

"Without support, employees cannot function properly because they will not know what direction the organization wants them to focus."

The interviewed participants mentioned the importance of offering collaborative support for the employees to be productive in delivering the organization's vision.

Many of the small business leaders SBL5, SBL9, SBL11, SBL16, and SBL21 indicated that setting clear job goals, better communication channels, providing constant and updated feedback, complementing good work done by employees, and assessing leaders' decision-making on employees can be an effective way of showing supportive leadership employees.

The assertion above was emphasized more by SBL5, who mentioned that:

"*team bonding is a prerequisite and their business ammunition to create an understandable working relationship between the business leader and staff.*"

He said their business does team bonding in weekly short meetings between the working staff and their lead supervisor. Moreover, SBL22 stated that without support from the operational staff, the business could not maximize profit as its attitude can significantly harm the company.

SBL22 stated that "management *should constantly monitor and offer supportive assistance to employees to enable them to perform their duties.*"

The statement from SBL22 indicates that it is vital to offer supportive leadership to employees by inspiring and engaging workers to bring the best out of them.

Lane et al. (2017) suggest that small business leaders need to advocate inspiring, engaging, and encouraging best behavior outcomes from staff and develop maximum morale among team members to achieve the organization's goals and values.

Besides, leaders need to assess their choices on their employees' innovation, development, effectiveness, objectives, performance, and job satisfaction by evaluating their decision-making before they execute decisions on the business (Baker, 2016).

All leaders must carefully evaluate their proposed decision, reducing the negative effect on staff job satisfaction, according to Esmaelzadeh et al. (2017). Leaders must also explore techniques for job satisfaction to have a positive impact on company results. It can contribute to improved success by introducing transformative leadership strategies that encourage employees to improve their outcomes, perception, and motivation while working towards a daily goal.

To attest to the claim by authors above, SBL1, SBL3, SML4, SBL8, SBL10, SBL17, SBL21, and SBL25 supported the claim and reported that it is vital for each leader to stand in the shoes of their working staff to understand the many issues that arise at the workstation and try to provide the essential support for their employees.

The research participants mentioned that it is suitable for leaders to maintain a practical, manageable, reduce work stress, and create avenues for the employees to have fun during and after work in the business environment.

However, some of the research participants mentioned that even though it is good to offer supportive leadership to their employees, sometimes, the pressure and the demand of the work tend to make them forget the basics of assisting their employees as they only think about the business to the neglect of the working staff which can sometimes create dissatisfaction of the employees.

Hence, SBL13 stated that:

"*many times, I only look at the business's performance and forget that my working staff needs inspiration and assistance in the areas of their operations.*"

To avoid unnecessary penalties that could adversely impact the business, SBL7 and SBL14 stated that "*all leaders must provide their workers with continuous support, guide and directions for work-specific problems to avoid pay fines that would affect the net business profits.*"

Leaders should not neglect the power of vocabulary, gestures, and management should complement employees' everyday activities and always show respect for employees' work.

Leaders from small construction and clothing businesses SBL5, SBL6, SBL13, and SBL20 emphasize the importance of leadership support. They mentioned that when supportive leadership is in place, it reduces the stress related to working and creates

a passion for employees' work. Some work's danger requires proper medical care to be active and that leadership support can foster intrinsic motivation.

SBL19 and SBL15, who practiced and owned dental medical clinics, indicated that leaders should have a supportive leadership style to reduce workers' stress and frustration in the workstation. The nature of their work in the medical field requires compassion and patience.

SBL and SBL19 indicated:

"Patient, care, and compassion for is an order to enable employees to perform at their best and remove any work-related stress for the working staff."

They emphasized that supportive leadership should be encouraged because of the tediousness and the dangerous nature of their task; without adequate support to the working staff, it will be challenging to perform a task. Therefore, leaders should intrinsically motivate employees to perform at their best without stressfulness.

Finally, all the research participants recommended that all businesses set clear goals and distinguish the path for achieving that goal through the employees' motivation.

All business leaders should try to clarify the duties, roles, and responsibilities of the employee and criteria for success by providing guidance and removing any barrels that can prevent completing the tasks and understanding employees' needs.

Understanding Distinct Needs of Employees

All the research participants specified that the more the management offer to employees, the more likely they are to engage fully in their duties. Malik et al. (2017) claimed that, through their experience, workers set their goals to retain prestige, get promotions, and contribute to return for giving back to their employers.

The research participants, such as SBL 5 and SBL7, alleged:

"If the employers do not meet their job expectations, they become dissatisfied and will not hold and work at their full capabilities."

Employment dissatisfaction thus impacts the institution in many ways, including performance loss and a higher turnover rate. All the research participants indicated that job satisfaction is essential for a worker's motivation and contribution to productivity. It has been shown that irregular attendance at work has been reduced. The cost of replacement of employees has been reduced.

Leaders must consider, for example, personal growth or a high-paying career, what workers need from their organization. The experienced workers are concerned with advances in payments, wages/salaries for individual seasoned workers, while young employees are more concerned with improving education and training to obtain more experience.

However, SBL24 stated that "*it is challenging to really understand the employee's needs as customizing reward system only work for some people and not others, but leaders must try to look for what fits all individual employee needs.*"

More so, managers must try not to understand individual needs. It can draw them deep into an employee's personal life, which is a danger to privacy and may breach employee engagement. Instead, leaders should implement a fair reward system for all employees working in the same job.

This assertion was attested by SBL3, who indicated that:

"*The reward system should reward employees similarly based on the job and the individual needs.*"

Nevertheless, Northouse (2016) mentioned that Leaders need to consider their workers' motives, why employees often come to work, what makes them say, and what pushes them to perform at their best.

The best leaders will create a partnership between workers who have a satisfying inner working life, high engagement, work, and colleagues and, above all, a positive view of their organization.

Theme two: Improve Financial Rewards

The data gathered pay raises, bonuses, and health benefits are vital for staff working as it emerged from the second theme. The research participants asserted that: *"they found that employees prefer hourly rates, pay raises, health care packages, bonuses, and monthly bonuses"* as a vital influence for employees as it emerged in the second theme. These perks will motivate employees to stay with the organization and remove any bad mood or feeling toward the job.

Mabaso and Dlamini (2017) stated that impartiality in the pay and compensation policy is crucial and must improve retaining workers. To remove any negative feedback and mood of employees towards their job, these financial benefits will encourage them to remain loyal to the organization.

All the small leaders stated that the benefits of pay raises, health benefits, and bonuses directly contribute to the working staff's job satisfaction and their approach towards their work.

SBL5 confirmed that:

"their company had connected introductory weekly bonuses for weekends with a goal performance in the company's calendar monthly."

SBL5 said that this stimulus had improved employee work rate based on the monthly target. Besides, he stated that leaders used the reward system for many decades and showed the company's growth potential and profit margins.

Furthermore, SBL3, SBL7, and SBL8 affirmed

"*that raises in pay, bonuses, and benefits connected to performance increase job satisfaction and improve the turnover rate compared to companies that do not pay bonuses.*"

Moreover, SBL2 indicated that.

"*annual rewards helped create a more satisfying and committed working environment as it removed negative feelings toward the company.*"

Pay fairness and compensation policy would have a broader effect on business efficiency, according to Chrisman, Devaraj, & Partel (2017), an employee who thought that pay was not equal or made a contrast with other employees or felt that compensation does not reflect their effort could decrease performance or build an unhealthy working atmosphere.

SBL10 and SBL19 suggested:

"*that competitive pay and promotions have the satisfaction and organizational engagement of co-workers, creating loyalty and decreasing the turnover rate of employees.*"

Roche et al. (2016) echoed that workers unhappy with pay would result in a high turnover rate in the range of $17,728 to $104,686 per full-time employee (FTE) with a replacement cost the business.

However, some of the small business leaders SBL3, SBL5, and SBL6 stated that one of the leaders' essential duties is to consider whether employees see their job as a means of pay or a career and that the leaders should grow employees to achieve their goals based on that.

Though some small business leaders confirmed that perks are an excellent means to maintain employees, sometimes the business's financial constraints force them to ignore those basics and force some working staff to move to better working conditions.

SBL5 and SBL11 indicated

"lack of money or the continue financial strength of their business forces them to ignore some benefits that are rightly due to their employees."

According to SBL5 and SBL11, if they install pay raises higher than the minimum wage, their business will collapse as they will not have the financial capacity to run the company over a long-term basis.

Moreover, SBL 14 affirmed that.

"if employees did not get paid above their minimum wage or above what other businesses in the same industry paid their employees, the working staff would have a negative feeling toward the organization."

They mentioned that they are always trying to put in place pay packages that are fair and enable their employees to stay satisfied with their job. They do that by explaining the company's financial situation, being transparent with their working staff, and sometimes giving weekend bonuses to their employees.

However, SBL3, SBL7, SBL13, and SBL18 indicated that…

"at least annual award helped to create a more satisfying and committed work environment."

Business leaders should try to put in place rewards that they can offer to their employees at the end of their financial year. It can stimulate employees to remain loyal because they recognize service.

All the leaders believed that adequate pay raises are a primary incentive for an employee to stay with an organization because fair pay enables the employee to be more engaged, committed, and loyal to their employers.

Jundong and Sohail (2017) echoed similar feelings as they claimed that money is a significant factor in increasing work satisfaction in the short run.

For example, SBL12 and SBL25 offered a similar sentiment:

"the monthly bonuses created a competitive and teamwork atmosphere within the workers, resulting in a competitive workforce working extremely hard to outdo others with joy to get higher bonuses."

In confirmation of this emotion from the interviewed participants, Tam (2017) stated that pay raises and bonuses based on satisfactory performance resulted in increased job satisfaction, productivity, and organizational commitment. All employers must institute pay packages, extras to and non-financial rewards to enable the business to receive a high-profit margin and lower employee turnover rate to improve business performance.

Theme three: Offer Non-Financial Rewards

Although there is the importance of monetary reward analyzed in theme 2, the small business leaders interviewed responded with a recommendation of a well-balanced reward system that includes both financial and non-monetary tips.

All the small business leaders ascertained that: "*a flexible system that caters for flexibility in working hours, medical benefits, a friendly atmosphere, work-life balance and employee perks coupled with an individualized developmental program for the workforce is among the greatest strategies to keep employees satisfied."*

A right compensation package ensures retention to reduce the organization's turnover rate and reduce replacement costs to the business. All the small business leaders stated that their employees are concerned with monetary rewards and place equal importance on non-monetary schemes of compensation.

Quesado et al. (2016) indicated the impact the reward system has on managerial performance and stressed the importance of how leaders can design a system of incentives that incorporates both the organization's financial and non-financial

rewards. The business can use the necessary scorecard (BSC) to analyze and reward employees accordingly.

SBL6 and SBL8 suggested that "*to assess employee satisfaction, their company uses the BSC instrument as an output parameter.*"

SBL3 suggested that *"BSC helped quantify both financial and non-financial performance indicators."*

Besides, the business leaders indicated that a reasonable compensation stimulus and task variety must ensure motivation for the employees to push for the business's success and avoid repetitive work, which will become monotonous and boring to the employees and at the same time increase productivity continuously.

SBL13 and SBL17 indicated that:

"Task variety is vital to satisfy employees and avoid letting employees do the same work repeatedly which will become boring."

SBL13 and SBL17, however, stated that task variety would not necessarily lead to satisfaction. They indicated that all leaders must assess the working staff's personality towards giving them new responsibility or engaging them in different work before declining any job variety. They further stated that some employees do the same job because they learned how to complete the task efficiently. When employers compare their output to others doing the same task, they will stand out from the crowd and get better recognition opportunities.

All the business leaders indicated that employee performance and efficiency could drastically drop if no right compensation stimulus is available. SBL1, SBL10, SBL12, SBL15, and SBL21 said that "*employee motivation offers an incentive for hard work in achieving company goals."*

SBL12 mentioned that:

"A friendly atmosphere and positive working environment are among the strategies besides pay raises and recognition."

SBL12 mentioned that employers must think about better ways to bond with employees using activities or weekly trips to relax and comfort in a positive and friendly atmosphere. All the leaders stated that if there is no motivation within the working environment, the operational staff feel unappreciated and derive low satisfaction from their job.

Moreover, SBL8, SBL12, SBL14, SBL17, and SBL22 indicated that if the working staff are not happy with what they derive from their employer, they will not maximize their capabilities when completing a job assignment.

SBL22 said that.

"An unbalanced compensation package may lead to displeasure amongst employees and affect their loyalty."

All the small business leaders indicated that inadequate compensation is always attributed to poor or low productivity as workers do not strive for excellence. Hence, if the reward versus effort ratio is low, employees are incentivized to cast their sights away from their current job.

Workers' voluntary loss will escalate the cost of hiring and time waste. Therefore, a well-designed compensation package that includes monetary and non-monetary is vital to the small business's success.

However, some small business leaders such as SBL1, SBL6, SBL13, and SBL21 indicated lack of finance could cost the business to ignore the basics of rewards.

SBL13 and SBL21 stated that.

"The small business has limited resources and sometimes cannot afford to continue increasing wages/salaries."

They mentioned that resources, especially financial resources of the business, sometimes become a challenge as they cannot compete with big corporations in the same industries. It creates a big gap for their business to survive, and they are always trying to make ends meet by offering what is best in the market in terms of wages to their employees, however small their limited resources of the business are.

One way to solve these limited resources challenges for small businesses is for the leaders who cannot support salary growth within their company to examine their overall benefits package, specifically the non-monetary reward system.

A small business leader in the retail industry SBL10 indicated given verbal complement through simple words such as a good job, proud of your work during and after work/task well done, and an essential impact on the employee's job satisfaction. All the small leaders responded indicated during limited financial resources, and the management must evaluate the overall non-monetary benefits. For instance, management must provide flexible working hours to enhance the employees' feelings that the leaders care about and look for avenues to develop them and empower employee's leadership skills.

All the small business leaders interviewed confirmed that developing employees for the next level position based on individualized skills is an effective leadership practice. SBL25 mentioned that:

When employees realize that there is a potential for self-development and advancement in the organization, employees are committed to the leader and the organization".

The leader's attention to detail to individual needs and self-development is a fundamental component of transformational leadership that guides employees about the best way to do the job.

Notwithstanding this, management must be independent on how to do the job to promote enthusiasm, creativity, and innovation in the business. Conversely, autonomy is also considered as another non-monetary incentive that increases job satisfaction. Some small business leaders stated that employees' care in developing their skills is an impeded moral and ethical behavior that leaders must possess. Competent leaders must prompt non-financial factors such as advice, respect, commitment, trust, and loyalty of the working staff.

4.3.2 Hypothesizes

The study hypothesizes that a leadership mindset is positively related to leadership growth and job satisfaction.

Theme 4: Leadership growth and development

While several scholarly works have established some individual characteristics and features that affect leadership growth, such as cognitive capacity and self-esteem, a significant portion of personal development is still unexplained (Atwater et al., 2011; Li et al., 2011).

All the research participants generally agreed that business success must build leaders within the company and have a competitive edge over other companies.

SBL3, SBL5, and SBL8 suggested that:

"leaders are very urgent to constantly build their management skills so that they can understand and develop strategies that will increase employees' job satisfaction and ultimately improve business efficiency."

The small business leaders believed that when leaders embark on regular training and learning from big organizations scheduled performance training programs, they can develop better skills to foster the business's growth.

SBL8 mentioned that *"we as leaders need to develop our capabilities properly to understand employees' needs so that we can offer development opportunities to the working staff."*

Nonetheless, SBL1, SBL4, and SBL10 suggested that "*it is very costly to participate in continuous leadership development training as the development-related costs are very high, and often they do not have enough time to embark on leadership training for themselves.*"

They claimed that the inadequacy of training could affect the organization's growth as they often do not know how to deal with their employees' grievances and give them better opportunities for training. The cost associated with development has led some leaders to have a fixed mindset that incremental growth development can be deadly to the organization as unstable finance can collapse the business.

In addition, the study participants indicated that people differ in the number of leadership skills and abilities they learn as a result of participating in a leadership development intervention and said that it is essential for leaders to develop the overall effectiveness of leadership intervention for the organization instead of only pursuing growth opportunities without disclosing developmental outcomes.

All the participants acknowledged that individual values influence their leadership growth and the leadership mindset's effectiveness.

SBL2, SBL6, and SBL23 revealed that:

"People with a more incremental leadership mindset believe in improving their leadership abilities than those with a less evolutionary mindset."

They also suggested that the more incremental leaders are, the more likely they are to seek negative input and focus on strengthening their leadership. Leaders with a more positive mindset can receive feedback from their behavior and work output and

are always ready to embark on different strategies to improve themselves for the business's betterment.

Finally, the study discovered that leadership mentality interacts with development opportunities and impacts small business performance and employee job satisfaction leadership growth.

Theme 5: Coaching and Training

Developmental opportunities play an essential role in leadership growth and have a positive relationship between the leader's conduct towards the workers and the organization. The partnership between leadership and reflection on the staff is moderated by developmental opportunities that include coaching and training—the more preparation and coaching given to the team, the greater the company's standard. All the interviewed participants agreed that it is essential that offers coaching and training to employees to be in a better position to perform to the organization's desired goals.

SBL13 and SBL19 stated that *"leaders who offer coaching and training for subordinates are in a better position to receive a return on profit for the business."*

They indicated that the more opportunities giving to employees to do things the right way would yield high productivity. Management must strive to guide, coach, and train employees to be retained and produce quality service for the business.

Moreover, the small business leaders mentioned that the higher levels of reflection activity and developmental possibilities for business growth and authoritarian attitude, the lower the potential developmental levels. Leaders have a more gradual mentality. They stated that leaders must not have a fixed mindset and be too authoritarian in their business growth approach but instead have a reflective perspective to see

potential growth opportunities. Thus, leaders who recognize the value of working staff coaching and training presents employees with knowledge for development.

The leaders also mention that it is essential to appoint mentors within the working staff to embark on coaching and provide daily training regularly. This will enable the employees to be retained to quickly learn from their immediate subordinates and become efficient in working. Besides, given the staff input can decrease the rate of workers leaving the company due to lack of professional development.

All the research participants agreed that it is important to offer training to employees. SBL3 stated that:

"*My company at least offers training to our employees every quarterly as it is important to benchmark our progress in the business.*"

Each department within the organization has a mandate to coach and mentor employees to be more efficient in their business operations.

Moreover, SBL6 indicated that "*without coaching and training, I found out that my employees were leaving the company because they did not see any growth opportunities for them in the company.*"

He explained that constant drops out of our best employees to rival companies who offer coaching and training made us restructure our organization and institute mentoring and training, which has tremendously helped our company. There are more satisfied workers than before as employees can express their opinions and give constructive criticism for the company's development.

4.4 Triangulation of the Results

Triangulation tends to enrich the study. Using semi-structured interviews, observations, and documents from the literature review provides different datasets to illustrate various aspects of the study phenomenon. It helps to validate the hypothesis

when one set of findings shows the other research groups and describes the results of the analysis (Johnson et al., 2017).

The study was undertaken to explore job satisfaction strategies, the implication of leadership mindset to improve job performance in Astana, Kazakhstan. The focus was on small business leader's perspectives and strategies to improve employee job satisfaction. A multiple case study of small businesses was chosen for this research because this approach allows analysis of various data arising the several SBL for assumptions to be made about the model (Heale and Forbes 2016).
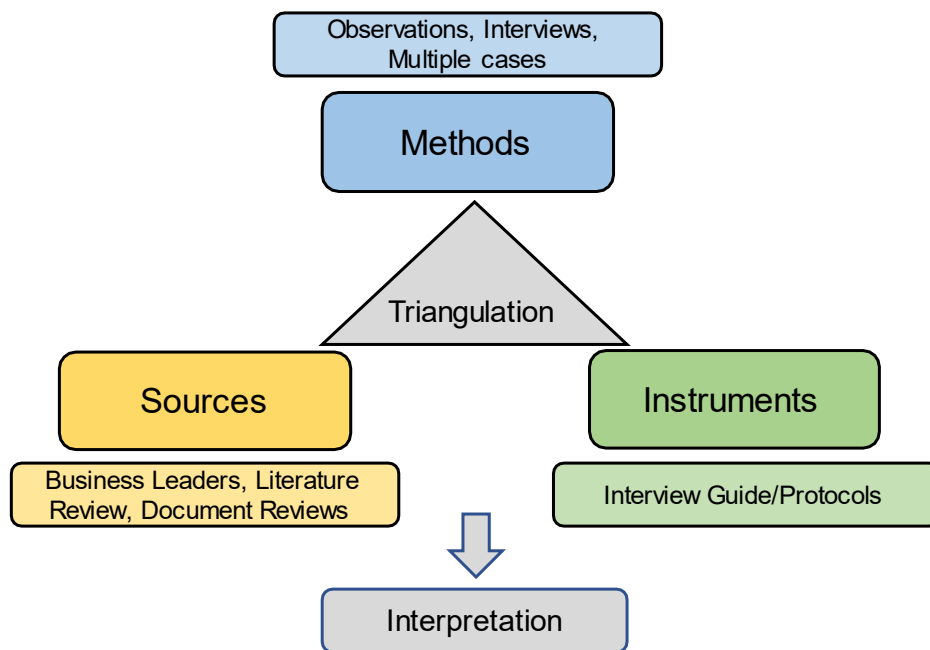
Figure 7 Triangulation of findings

Numerous data set were included, which comprises semi-structured exploratory interviews with 25 small business leaders (SBL) by the audio files, document analysis, observations of SBL, and variety of perspectives of experiences and perceptions of job satisfaction strategies. The multiple approach triangulation strategy promotes many methods for collecting data, according to Denzin (1970).

Phase one of triangulation concentrated on understanding the context of the study. It included interviews with several small business leader's mindsets on creative strategies for job satisfaction, collection of demographics, and observations of small business leaders' work output strategies to throw light on decisions related to employee satisfaction at their workstations.

The second phase involves document reviews related to the study's literature drawing on implicit theories advanced by Dweck's (1988) and Burn's (1978) on transformational leadership theory to address small businesses' lack of the necessary leadership strategies to increase overall employee job satisfaction.

Data from the interviews are evaluated using techniques consistent with qualitative exploratory study. The data were coded and analyzed thematically. Small business leaders' observations identified the complexities of the business leaders' decision-making process related to the context. The themes that emerged from the interview guide and document analysis were forwarded to the study participants for their feedback and validated through the literature review.

Finally, the findings were supplemented by the interviews and the literature review's similarities. A thorough document search was done, including, but not limited to, research documents, media reports and papers, letters to editors, declarations of government policy, and publications published on work satisfaction. This data is used to validate and affirm the effects of workers' job satisfaction, reflecting the triangulation of the analysis.

To achieve credibility Proctor (2017) indicated that the study must ensure the accuracy, richness, and trustworthiness of the data rather than the data's quantity. The study cross-checked data interpretations with the research respondents from multiple perspectives. Using member checking helped to ensure the accuracy of the

interpretation of the data. Therefore, triangulation, which included coding and identifying individual small business leaders' themes in the study, shows credibility through constant engagement, constant observation, and external audits of the works through document reviews. These steps enabled cross-validation and encouraged analysis of issues impacting small business leaders' decision-making on job satisfaction strategies.

4.5 Summary

Although growth opportunities can be operationalized by structured training and coaching, it serves as a direct measurement of leadership abilities to develop their potentials and drive the business to success and provide growth opportunities.

Small business workers play an essential role in running the company's daily activities to the degree that small business owners rely on few employees to perform tasks relevant to the company (Snavely, 2016).

The study's themes identified that the recognition of disgruntled workers could have an unpleasant effect on the value of services offered to customers and could reduce customers' retention rate and reduce the company's profit.

To achieve validity of the research, the study used triangulation of the interviews, literature review, observation, and documents such as publications, government policy on employment to do cross-validation of the study credibility.

Small business leaders can contribute to the community by strengthening workers' skills, enhancing communication networks, and recognizing employees through monetary and non-monetary incentives to improve the business's efficiency and profit growth to give the organization its best services.

The next chapter highlights the findings' discussions and the correlation of the results with the study's conceptual framework and literature review

CHAPTER V: DISCUSSION

5.1 Discussion of Research Questions

The first trend that arose from the findings was providing leadership support and considering workers' needs and challenges to increase work satisfaction and improve business performance. Small businesses should offer financial incentives and non-financial benefits to boost employee satisfaction. Business leaders should also provide coaching and training for the working staff and leadership development opportunities for business growth.

The chapter triangulates the findings, correlation to the conceptual framework, and results related to the existing literature review.

1. Offer supportive leadership
2. Improve financial rewards
3. Provide non-financial rewards
4. Leadership growth and development
5. Coach and training

Themes

Literature review

1. Inspire employees to make a sacrifice for the common target; provide motivational stimuli (Hutchinson 2017)
2. Influence of transformational leadership and organizational commitment; give employees monetary packages and financial benefits (Mabaso & Dlamani 2017)
3. Pay attention to employees needs; empower employees, and create a satisfactory working environment (Quesado et al. 2017)
4. Leaders assist in accomplishing team's objectives; give opportunities for manifestation of leadership skills
5. Provide coach and training for better skills acquisition and professional growth (Dweck & Molden 2013)

Correlation

1. Supportive leadership helps to achieve high business performance and brings increased efficiency to business
2. Fairness and compensation are essential in retaining employees
3. Reward system for non-financial packages; BSC measuring tool to monitor job satisfaction
4. Enhance business skills; create developmental opportunities
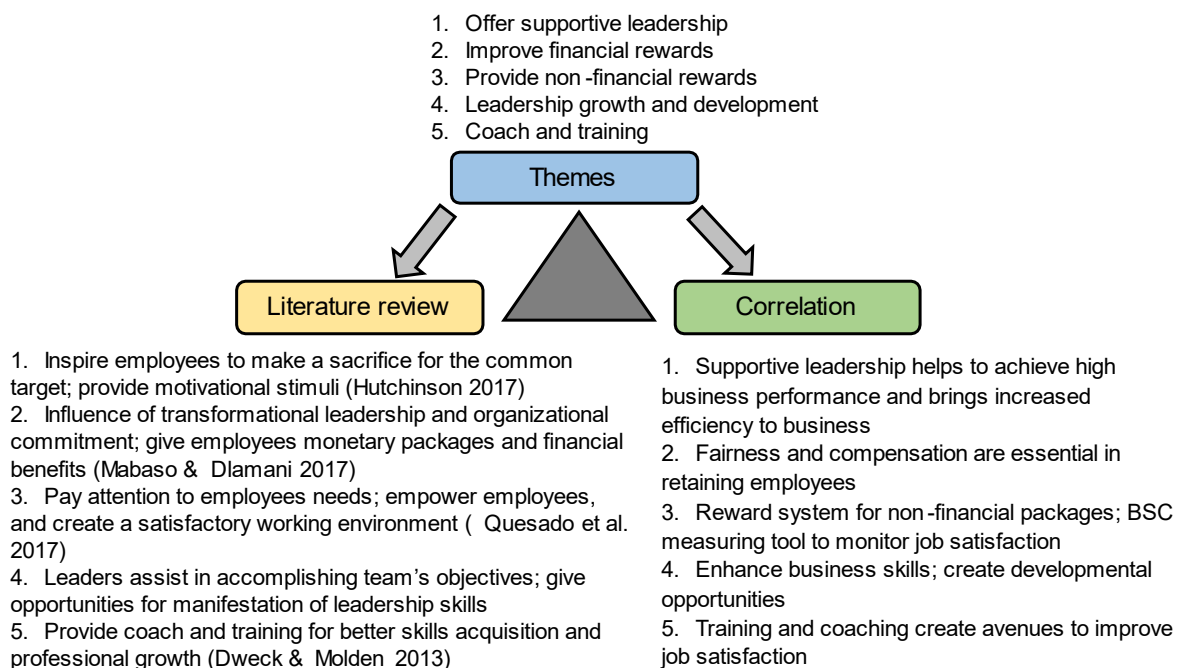5. Training and coaching create avenues to improve job satisfaction

Figure 8 Linking the themes, correlations, and literature discussions.

5.1.1 Supportive leadership

The analyzed data providing supportive leadership has shown that recognizing workers' individual needs have increased job satisfaction. All the small business leaders mentioned that supportive leadership has positively impacted the employees

and their business and emphasized supporting leadership in their interview. They stated that they use many techniques to develop and maintain support to the employees by promoting teamwork and understanding each need. They noted that the overreaching results show that their employees were more content and satisfied with their jobs and management supportive leadership.

Correlation to the conceptual framework

Burns's (1978) transformational leadership theory explains how leaders could instigate followers to change their perceptions, expectation, and motivations when working towards a target. Bass (1985) expanded Burn's (1978) work and confirmed that transformational leadership is founded on moral principles based on four fundamental elements and three ethical aspects that the study addressed in Chapter two.

Theme 1 reflects the transformational leadership theory on supportive leadership. Transformational leaders possess essential character traits to manage subordinates and bring sustainable growth to the small business. For instance, they can inspire the working staff to make personal sacrifices to achieve higher team targets (Tampubolon, 2016).

Accordingly, all the research participants indicated that all employees are willing to aid team colleagues and customers as long as they are motivated by the leader and satisfied with their duties. Thus, employee assistance includes personal sacrifices they undertake if they assume that management gives them individual bonuses, salary increases, and evident career growth.

These factors of salary increase, career growth, and performance bonuses are considered elements that positively influence the employee's job satisfaction. Therefore, small business leaders must always try to factor in retaining their employees.

Leaders must recognize their role as supportive leaders and identify individual employees' needs; they may directly find a way to influence employees' feelings about their workstation. All the research participants said that business practices should include flexible working hours, a flexible, rewarding framework that considers their individual needs.

To create a positive impression on the individual team member, all the research participants used supportive management. They further analyzed data showing that corporate leaders had built an atmosphere based on removing elements of discontent from the work environment and having a more friendly atmosphere for improved work and business performance.

It is essential to emphasize that all the research participants, small business leaders, had at least more working experience in small business and management of the organization; therefore, they all are entirely abreast of elements that make the working environment better to increase job performance. Creating the right working environment is an inspirational drive to arouse the working staff's interest, another transformational leadership domain.

Hence, the more the leaders design motivational stimuli for satisfying employees, the better they can grasp and control the working environment to deliver their vision through clearly laid down goals marked with passion and optimism. Because of the firebrand and enthusiastic nature of transformational leaders, they will help the teams thrive. Their idealized impact is that leaders have to become role models by setting acceptable expectations and motivating workers to see leaders as the best role models for personal development.

Discussion Related to Existing Literature

From analyzing theme 1, all the research respondents confirmed that successful leaders who can display authenticity and provide supportive leadership to subordinates could achieve higher performance results and a constant growth rate. Authentic leadership has a significant effect on creating a safe working atmosphere. According to Hutchinson (2017), TL can help build empowering relationships between leaders and employees. Therefore, authentic leaders have an effect and a positive influence on employee empowerment, which has motivated and improved employees' efficiency and job satisfaction.

According to Belias and Koutelios (2015), authentic leaders positively impact supportive building leadership. The presence of a positive work environment would generate relationships between leaders and followers and rekindle higher efficiency.

Besides, Dillane 2016; Lien 2017) indicated that small business leaders with a transformative leadership style could lead organizations effectively, reduce small business failures, increase efficiency, sustaining growth, and maximizing the business's value to get a higher turnover of profits.

5.1.2 Improve Financial Rewards

Pay raises, health benefits, and bonuses emerged from the data collected as a vital stimulus to employees. All the study participants mentioned that they prefer pay raises in hourly work rates to minimum weekly hourly rates; good health care benefits and public holiday bonuses, monthly and yearly rewards are vital. Employees' loyalty is cultivated critically by these financial benefits because it motivates the employees to remain with the institution and can serve as a catalyst to remove negative mood and fear from employees towards their job security. All the leaders confirmed that the more

influential the pay raises, health insurance, and incentives sustained and contributed to work satisfaction.

Correlation to Conceptual Framework.

Theme 2 correlates to the concept's theory of transformational leadership. Small business leaders recognize their employees' importance for competitive compensation and incentives and how bonuses and competitive pay contribute to highly happy, motivated, dedicated, and loyal employees.

Mahenthrian (2017) recognized that transformative leadership broadly relates to dedication and achievement, where the company's commitment mediates between leadership and job results.

Moreover, by exercising the dilemmas such as the employee's happiness and engagement, Malik et al. (2017) studied the influence of transformational leaders' characteristics and found a strong connection between transformational leadership and organizational commitment. Therefore, there is a need to educate leaders on transformational leadership skills for small business leaders to be influential, helping keep workers motivated and happy.

Almost all the research participants emphasized how pay raises and bonuses directly influence workers' work satisfaction and the probability of continuing longer with the organization.

Tourangeau (2017) states that when employees are happy with the monetary package and fringe benefits, they remain loyal. The themes connect with Tourangeau's assertion that monetary gifts are satisfiers and motivation for employee job satisfaction.

Discussion Related to Existing Literature

Chrisman, Devaraj, and Patel (2017) claimed that there would be a broader impression on the business performance of pay fairness and strategy compensation. Those who perceived that pay was not equal compared with others' payment usually does not reflect their effort.

Respondents indicated that leaders must be equitable in wage increases and bonuses to prevent workers' disruptive behavior. In retaining workers, wage equity and incentive policies are critical and must be strengthened over time. The qualitative insights indicated that pay fairness and compensation strategy is essential in retaining employees and must be improved over time (Mabaso & Dlamini, 2017).

According to Long and Fang (2015), the direct impact of incentives compensation on business performance in the family and non-family business is perceived to be positive. This has mostly become or borne out by empirical research.

Besides, Rassa (2017) suggested that low pay packages, low salaries, lack of supervision, insufficient professional preparation, and recognition are key dissatisfaction factors; leaders must improve job satisfaction to ensure high-quality service delivery to achieve maximum employee satisfaction.

Finally, Lien (2017) claimed that the employee's work satisfaction improves for corporate leaders who encourage their employees to structure their fringe benefits such as medical, dental, and life insurance.

5.1.3 Provide Non-Financial Rewards

Even though monetary rewards are significant for employees, as mentioned in theme 2, the small business leaders noted that it should be a well-structured reward and should be well-balanced to include non-monetary incentives.

Such incentives include flexible working hours, work-life balance, medical care benefits, various tasks, employee development programs to create strategies to maintain and satisfied the staff, and, most importantly, a working environment that is more flexible and friendly to both the employees and the employer.

Moreover, all the research participants mentioned that a fair compensation package should ensure employees' motivation to push themselves to strive for success and increase productivity. The non-monetary compensation can also provide employees' retention and reduce the company's replacement cost and reduce the organization's turnover rate.

Correlation to the conceptual framework

Theme 3 aligned with individual behavior as a fundamental element of transformational leadership. The three moral aspects are the moral foundation of the leader, the ethical values embedded in the leader's vision, and the morality of the processes of social, ethical choice and action that leaders and followers engage in and collaboratively pursue.

Individual behavioral consideration implies that leaders are always paying attention to each employee's needs and wants by monitoring, offering support, encouraging, and coaching subordinates to use their capabilities and foster autonomy.

Thus, understanding these fundamental elements of transformational leadership will enable creating value system congruence between the leader and the subordinates, thus facilitating an atmosphere where the leader and the subordinates motivate each other to achieve the organization's goals (Jalal et al., 2012).

Tourish (2014) indicated that leaders could easily manage subordinates, foster autonomy, and improve team bonding to sustain business growth and business performance because of the essential characteristics' transformational leadership.

The small business leaders' interview in theme 3 indicates that leaders make employees lead and can give their value opinion during team building to develop leadership competencies and groom individuals within the organization who can grow to become the next leaders.

Thus, when leaders empower employees, increasing the operational staff's self-image and confidence, self-reliance, innovativeness, and creativity will create a more satisfactory working environment and lead to higher productivity and business performance.

Discussion Related to Existing Literature

Quesado et al. (2016) indicated that leaders with transformational skills perform a crucial role in designing the reward system, meeting workers' expectations, and motivating them. They emphasized how managers can create a reward system that addresses financial remunerations and non-financial remuneration packages/rewards. Almost all the small business leaders mentioned that their business has a system to check and award workers for their dedication and hard work by giving financial and non-financial rewards. They said using such performance indicator tools as Basic Score Card (BSC) to measure workers' satisfaction. This was echoed by participants that BSC helped in measuring both financial and non-financial performance metrics of their working staff and duly award rewards according to

the criteria of their business.

The BSC measuring tool system is a concept aligned with the literature by Quesado et al. (2016) and Ghasemi et al. (2016) of the interviewed participants. The research participants' findings reflect the use of BSC as a tool to improve job satisfaction and focused attention on the reward systems' impact on competition and managerial performance.

Thus, business leaders needed to choose the most applicable reward system based on their individual needs. From the interviews with the research participants, all of them acknowledge that many successful institutions depend on the leader to map how and model behaviors that motivate workers to release extraordinary business growth performance.

Moreover, Muenjohn and McMurray (2016) indicated that the more interaction between the business leader and subordinates, the more the business can achieve its potential growth. Thus, the authors stated that workers who receive better support and counsel from their leaders became more loyal and independent. It goes to show that besides financial rewards, a good leader can prompt non-financial reward factors such as respect, commitment, councilor, and loyalty of the subordinates/employees.

Sayadi (2016) indicated that transformational leaders are positively related to the leader's effectiveness, their follower's effort and commitment, and job satisfaction. Malik et al. (2017) mentioned that leadership, job satisfaction, trust, and organizational commitment had become essential and integral parts of the business.

Business leaders who nurture and foster trust among the leader-follower relationship in critical decision-making and motivate employees to work hard will have more satisfied, motivated, and loyal employees who can drive the business to profit potential.

All the research participants confirmed that it is essential for a leader to exhibit trust among employees and must be able to give advice where necessary to nurture and foster the growth of the employees.

5.2 Discussion on Hypothesis

The study hypothesizes that a leadership mindset is positively related to leadership growth and job satisfaction?

5.2.1 Leadership growth and development

Carver and Scheier (2000) noted that self-regulatory theory indicates that people with more significant gain from improving their skills and using target monitoring techniques effectively would have more massive behavioral improvement or growth than people with fewer opportunities for progress.

Hence, all the research participants mentioned that small business leaders who are inclined to regulate their actions towards accomplishing the team objective will participate in more opportunities for advancement and are likely to build objectives that will induce leadership growth.

However, they also noted that if leaders do not engage in strategic opportunities, they are less likely to have or set goals that contribute to leadership growth. Leaders gain experience in each domain if they adjust themselves to growth potentials. They will charge higher expectations for themselves and force themselves to improve skills more likely than leaders who are not supported with developmental activities, the more potential for growth.

Nevertheless, all the participants agreed that small business leaders should be motivated to grow their leadership development opportunities even if they do not sponsor developmental opportunities to develop their business performance skills. Individuals with high potential for advancement and successful tracking of goals are more likely to have the highest leadership growth levels than those without the desire to develop their leadership capabilities.

5.2.2 Coaching and Training

Leadership development includes formal training and coaching. It evaluates the strength of the relationship between leadership's mentality and the growth of leadership through reflection. Under high leadership development opportunities, the

trajectory between reflection and leadership growth is more robust than under low leadership development.

The research participants stated that formal training is essential to help them evaluate their strengths and weaknesses to work on the business's real problems and provide opportunities to practice their skills and interact with high-level leaders of the company. Moreover, the participants agreed that providing coaching and mentoring is essential even though they are leaders. It helps them see areas that need more training and develop good relations among workgroup members.

Besides, the participants stated that it encourages the team to solve the business's problems and facilitate the free exchange of information—the more training and coaching, the better its growth potential. Small business leaders might learn and enhance their skills to better job satisfaction of employees and business performance.

Discussion Related to Existing Literature

The implicit theory of Dweck (1986) proposed that people might either have a more incremental mindset or a fixed mindset about the development of an institution's leadership. However, the study participants indicated that people have different views on whether someone's intellect can improve through effort and build leadership skills through hard work.

Leadership mindset cannot be modified easily as it depends on individual personality/attitude no matter how hard one tries; however, leadership skills can be significantly enhanced through effort, the leadership attitude, and personal views about leadership growth.

Dweck and Molden (2013) suggested that the intelligence mindset domain has the same proportion of people with incremental intelligence mindsets as fixed mindsets.

The research participants indicated that although people might have a fixed mindset about how to do things in a certain way, the more they engage in development growth, they can change that mentality and be willing to learn new strategies that can bring growth to the business if they see that their business is falling apart.

Also, participants reported that people choose attitudes and behaviors that may affect their leadership mentality for fear of failure, positively linked to negative feedback-seeking and reflection related to the company's fear of failure. They tend to have a more incremental growth attitude than a fixed mindset that will derail the business.

For instance, in their management philosophy, Babineaux and Krumboltz (2013) suggested that "Fail fast, frequently fail" encourages failure as a shortcut to creativity and growth. The fear of failure has both characteristics and positive features, and research indicates that the positive elements are affected by the leader's tasks and responsibility.

All participants indicated that they are often afraid of business failure and are compelled to change their perception and build leadership and development to boost their survival.

Respondents indicated that without development growth opportunities, coaching, and employees' training, it is practically impossible under the current dispensation for the business to survive.

Leaders' mindset and attitude have evolved because they are continually seeking ways to improve their business performance by developing and offering those skills to their working staff. They indicated the importance of seeking development opportunities and delivering coaching and training to employees so that the business can create satisfaction for their employees and at the same time enjoy the sacrifices from empowering the working staff through efficiency and productivity.

Leaders must have a positive mindset and always try to reflect on improving their leadership abilities and creating avenues to enhance their employees' job satisfaction through developmental opportunities and training.

5.3 Summary

The chapter highlighted the importance of providing leadership support and considering workers' needs and challenges to increase work satisfaction and improve business performance. Malik et al. (2017) claimed that, through experience, workers set their goals to retain prestige, get promotions, and contribute to return for giving back to their employers.

The chapter discussed the themes raised from the research questions findings that small business leaders need to offer supportive leadership, provide financial rewards and non-financial benefits to their employees, and embark on continuous development growth opportunities and contribute to coaching and training the working staff.

Lastly, the chapter discussed the correlation of the themes to the conceptual framework and related it to the existing literature review.

The next chapter summarizes social change and implications for professional practice, the study limitations, and recommendations for future study.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

Small business leaders with transformative leadership skills play an integral role in the compensation system's growth that meets employees' aspirations. Quesado et al. (2016) indicated the reward system's impact on performance. They stressed the importance of how leaders can design a system of incentives that incorporates both the organization's financial and non-financial rewards.

This research confirms that, based on individual preferences, management needs to select the best incentive scheme. It was proved that a great deal of good organization relies on the leader in mapping a plan and model conduct that promotes excellent performance for employees.

The leaders must cultivate within themselves respect for employees, advice, commitment, trust, and loyalty of the employees as its impact on productivity and the relationship between leader-follower (Muenjohn & McMurray, 2016).

Besides, Malik et al. (2017) reported that the main business processes had been leadership, work satisfaction, organizational engagement, and trust. Employees who receive their managers' encouragement and guidance will become loyal and independent, eventually leading to job satisfaction.

Leaders who cultivate and promote confidence in their choices in the follow-up-leader relationship and empower workers to work hard will have a more happy, inspired, and loyal workforce. All participants in the study verified it.

6.2 Implications

6.2.1 Implications for Social Change

Snavely (2016) stated that small businesses employees play a critical role in the daily running of the business to the extent that many owners depend entirely on some

employees to do everything for the smooth running of the operations of the company; accordingly to keeping employees satisfied is vital for the success of the organization. The study's finding through the identified themes established that disgruntled employees could adversely negate the quality of services provided to customers and, as a result, could reduce the retention rate of customers who conduct business and thus reduce the profitability ratio of the organization.

Small business leaders will contribute to the community to increase the return on profit by strengthening workers' skills, enhancing communication networks, rewarding employees' contributions through monetary and non-monetary rewards, and contributing to the community.

From a social perspective, satisfied employees enhance their family's quality of living in the community through their family's employers. Explore leaders' behaviors and propose strategies that may directly affect social change, such as better wellness and employee quality of life. Small business leaders can use the study results from a business perspective to maximize both employee and organization efficiency to support society.

If workers at the workstation are happy, then small business leaders will reduce employees' turnover rate leaving the job. The theme I listed was that understanding what is relevant to employees and providing feedback could increase job satisfaction and boost company income, increasing its propensity to grow.

The expansion of small business leaders can positively affect unemployment by creating new jobs and positive social change. Therefore, social change's effect allows small business leaders to understand small business leadership strategies and skills better, allowing socially responsible companies to be formed to meet society's needs.

Besides, the consequences of social change include the potential for small business leaders to leverage this study's findings to raise retention rates of workers to reduce rehiring costs and enhance the quality of services provided to customers, which could have a direct impact on business performance and society.

6.2.2 Applications to Practitioners

Belias and Koustelios (2015) indicated that small business employees play a vital role in conducting the business's daily routine, and thus, their job satisfaction is fundamental to the organization. Besides, Correia and Fronteira (2015) mentioned that job satisfaction directly relates to better performance for small business leaders, maximizing its turnover profit. Thus, most employee's tendency to stay longer at a position is positively correlated with higher satisfaction.

The researcher used a qualitative study in Astana, Kazakhstan, to analyze small business leaders' methods to improve their workers' overall job satisfaction. The interviews offered valuable information about the methods used to enhance job satisfaction and maximize small business leaders' efficiency. The study participants found that leadership used non-monetary benefits increased employee satisfaction, decreased voluntary attrition, and improved employee productivity. Such non-monetary incentives reward effective communication, clear job roles, career development, supportive leadership, flexible working time, formal training and coaching, job varieties, and competitive remuneration.

Correria and Froenteira (2015) echoed the same sentiment above from their study, which found out that job satisfaction directly relates to better job performance transferred to the customers through quality services. According to Tourangeau et al. (2017), monetary and non-monetary packages ensure that employees remain in the organization when they are satisfied.

The research results provide small business leaders with perspectives and techniques to better manage the enterprise and maximize its efficiency. Fallatah and Laschinger (2016) found that leaders who exhibit supportive leadership build a safe working atmosphere and are more likely to increase employee job satisfaction.

Although the study centered on small businesses in Astana, Kazakhstan, the study's findings on small business work satisfaction can be generalized to other Kazakhstan provinces.

Moreover, the results cascaded into the literature and the present body of information as a strong base beneficial to small business leaders' attitude in addressing work satisfaction and employee success.

The results can encourage small business owners to be diligent in recognizing the value of helping their workers, who are the business drivers. From the outset, all business leaders need to communicate the company's vision with the working staff to grasp the business direction and prioritize the business areas.

The study's practitioner's implication is to provide job satisfaction strategies to small business leaders that, if applied, will give sense to the work of employees and implementation strategies to assess the desired result of business success.

6.3 Recommendation for Future Research

The research concentrated on the techniques that small business leaders use to increase workers' overall work satisfaction. Business practices are vital to the methods described in this report. The study's outcome represents the views of small business leaders in Astana, Kazakhstan, from various organizations.

To see whether small business leaders have different views and methods to improve job satisfaction, the study recommends conducting a similar case study in various provinces in Kazakhstan and the Asian regions.

Also, since the analysis was a qualitative study and several factors influence employees' job satisfaction and performance, I suggest that quantitative research be carried out to explore the nature of the relationship between various factors and how they affect employees' job satisfaction and performance.

Furthermore, quantitative researchers can suggest examining the correlation between pay and incentives, non-monetary variables, and supportive leadership on employee job satisfaction and performance.

6.3.1 Recommendation for Action

The research goal was to analyze the methods used by small business leaders to raise job satisfaction and enhance efficiency. The study results confirmed how the attitude and practices of leadership could affect an employee's job satisfaction.

The finding revealed strategies used by small business leaders to enhance job satisfaction and the mutually beneficial partnership between workers and leaders. It showed that employees tend to go beyond their duties to keep customers satisfied and increase their profitability when leaders meet or exceed their needs and the desire to work.

Leaders should also improve their job satisfaction plans based on the effective company's activities and are expected to comply with their organizations. Feedback, responsive management, salary structures, and non-monetary incentives are tactics adopted by active corporate leaders who, according to the problem statement of this study, have been in business for more than five years and have survived.

The researcher intends to distribute the study's findings to each of the participants in the analysis, allow the results to be circulated to business leaders, link to professional business journals, and explore options for publication.

Limitations of the study

The analysis includes some weaknesses that should be highlighted, as with most studies. One such constraint focuses on transformative leadership as the dependent variable on leadership's attitude for job satisfaction and company performance enhancement.

Although it was carefully chosen based on the best leadership theory and the overall theoretical context of this study, other leadership mediators are likely to be identified for future research by other researchers as the best mediator for job satisfaction strategies for small business success behaviors explored in this study. For instance, a comparison can be made between different leadership styles that promote efficient job satisfaction strategies in qualitative and quantitative studies.

There are also other mediators, which are probable results of leadership challenge criteria for job satisfaction strategies explored in the future. To enhance business efficiency, leadership behaviors/mentality, such as inspiring workers or ethical leadership, should be examined as leadership demand outcomes. For example, can a high degree of challenge cause leaders to be more empowered in their actions simply because they cannot shoulder all their duties alone in the absence of proper strategies? It would be interesting to investigate, in addition to leadership actions, job attitudes, and particularly turnover, as results of developmental difficulties may motivate small business leaders to develop strategies to improve business performance.

The study's non-generalizability and the chances of research participants hesitating to share their details, the casual relationship order model freely are other limitations that pose critical weaknesses in the research design. However, the temporal order of my data collection also mitigates these issues. Besides, to rule out a few possible secular

explanations based on the leader's experience, I regulated experience-related variables such as tenure in the organization's leadership role.

It is difficult, however, to rule out alternatives without repeated longitudinal research designs. Therefore, a significant endeavor for future research will be to monitor the long-term impact of demanding tasks on leaders over an extended period for job satisfaction strategies and improve results.

Lastly, the study was conducted in a qualitative case study with a limited number of participants on a leadership mindset on job satisfaction strategies to improve business performance, which can be broadened further by doing a quantitative or mixed-method study with a large sample to analyze the strategies small business use to improve business performance. A future study using both mixed methods allows more models to be used to analyze job satisfaction.

6.4 Conclusion

While further work needs to be done to identify small business leaders' methods to increase job satisfaction and leadership attitude to boost results, the study represents a step towards understanding these factors and strategies to improve employees' job satisfaction.

The research found that a leadership mentality is linked to negative feedback-seeking, linked to leadership growth and efficiency. Business organizations should thus step forward toward understanding the mindset of leaders to improve job satisfaction. The business will align and better design leadership development interventions specific to the individual and strengthen leadership for its growth.

The qualitative study results showed that wage raises, incentives, compliments, feedback reviews, work flexibility, and leadership skills are tactics used by small business leaders to improve employee job satisfaction and enhance performance.

Small business leaders need to understand the importance of their leadership skills to communicate with employees to keep them satisfied.

A satisfied workforce will always follow the leader. The relationship between the leaders and the employees should be clear to meet the employees' needs, which will result in higher performance of the business.

To increase return on investment (profits), small business leaders must continuously seek formal training. They should seek the necessary measures to reduce factors that cause dissatisfaction, which is directly related to enhancing the business's performance through employee job satisfaction.

REFERENCES

Abdullah, N.H., Patterson, I., Pegg, S., & Abdullah, N.H. 2015. Organizers and residents' views about the benefits and boosts: The case of Monsoon Cup. International Sailing Regatta, Malaysia. International Journal of Sports Management, Recreation, and Tourism, 17, 46-66.

Ahmad, I., & Manzoor, S.R. 2017. Effects of teamwork, employee empowerment, and training on employee performance. International Journal of Academic Research in Business and Social Sciences, 7, 380-394, 20,621-636.

Akwuole, P. (2017). Generational age differences and employee motivation in the public sector. Walden University. Walden Dissertations and Doctoral Studies. College of Social and Behavioral Sciences.

Appelbaum, D., Kogan, A., Vasarhelyi, M., & Yan, Z. (2017). Impact of business100 analytics and enterprise systems on managerial accounting. International Journal of Accounting Information Systems, 25, 29-44.

Babineaux, R. & Krumboltz, J. (2013). Fail Fast, Fail Often: How Losing can help you win: Penguin.

Baro, E. E., Bosah, G. E., & Obi, I. C. (2017). Research funding opportunities and challenges. The Bottom Line, 30(1), 47-64.

Bass, B. M. (1985). Leadership and performance beyond expectation. New York, NY: The Free Press.

Bass, B.M., 1985. Leadership and performance beyond expectation. New York, NY: The Free Press.

Bauman, A. (2015). Qualitative online interviews: Strategies, design, and skills. Qualitative Research in Organizations and Management: An International Journal, 10, 201-202.

Belias, D., & Koustelios, A. (2015). Leadership style, job satisfaction and organizational culture in the Greek banking organization. Journal of Management

Bilgin, Y. (2017). Qualitative method versus quantitative method in marketing research: An application example at Oba restaurant. In S. Oflazoglu (Eds.), Qualitative Versus Quantitative Research (pp. 1-28).

Blackwell, L. S. Trzeniewski, K.H., & Dweck, C.S. 2007. Implicit theories of intelligence predict achievement across an adolescent transition: A longitudinal study and an intervention. Child Development, 78(1): 246-263

Bowden, C., & Galindo-Gonzalez, S. (2015). Interviewing when you're not face-to-face: The use of email interviews in a phenomenological study. International Journal of Doctoral Studies, 10, 79-92.

Burns, J.M. (1978). Leadership. New York, NY: Harper

Carver, C. S. & Scheier, M. 1988. A model of the behavior of self-regulation: Translating intention into action. Advances in Experimental Social Psychology. 21: 303-346

Carver, C.S. & Scheier, M. 2012. A model of behavioral self-regulation in P.A.M Van Lange & A.W. Kruglanski & E.T. Higgins (Eds), Handbook of theories of social psychology, Vol. 1: 505-525. Thousand Oaks, CA. Sage

Chang, H. (2017). Does leadership matter? Study of leadership style, job performance, and job satisfaction. Poslovna Ekonomija, 11(2), 1-28.

Chang, K. 2017 Transformational leaders can affect the level of employee engagement at work, and this same degree of engagement plays a mediator in creating organizational knowledge.

Cheng, K. 2015. Public service motivation and job performance in public utilities. The International Journal of Public Sector Management, 28, 325-370.

Chiu, C.-y., Dweck, C. S., Tong, J. Y.-y., & Fu, J. H.-y. 1997. Implicit theories and conceptions of morality. Journal of Personality and Social Psychology, 73(5):923.

Chrisman, J. J., Devaraj, S., & Patel P. C., (2017). The impact of incentive compensation104 on labor productivity in family and nonfamily firms. Family Business Review, 30(2), 119-136.

Clarke, M. (2015). To what extent a bad job? Employee perceptions of job quality in community aged care. Employee Relations, 37, 192-208.

Cohen, L, Manon, K (2000). Research methods in Education. Brit J Educ Stud;48;446

Correia Dinis, L. I., & Fronteira, I. (2015). The influence of job rotation in the job satisfaction of nurses in a surgical service. *Revista de Enfermagem Referência/Journal of Nursing Referência, 5*, 17-26.

Dahlke, S., & Stahlke, S. (2017). The influence of teamwork on healthcare workers' job satisfaction and desire to provide quality care. Innovation in Aging, 1(suppl_1), 567-567.

Denzin NK. (1970). The research act: A theoretical introduction to sociological methods. New Jersey. Transaction Publishers.

Diliani, D. S. N. A. (2016). Identifying the leadership effectiveness of the executive leaders in Indonesia. Bisnis & Birokrasi, 23(1), 28-35.

Dweck, C.S. & Leggett, E.L. (1988). A social-cognitive approach to motivation and personality. Psychological Review, 95(2):256

Dweck, C.S. (1986). Motivational processes affecting learning. American Psychologist, 41(10): 1040.

Dweck, C.S., Chiu, C.Y., & Hong, Y.Y. (1995). Implicit theories and their role in judgments and reactions: A word from two perspectives. Psychological Inquiry 6(4):267-285.

Dwek, C.S & Molden, D.C (2013). Self-Theories: Their impact on competence motivation and acquisition. In A.J Elliot & C.S Dweck (Eds), Handbook of Competence and Motivation:122-140: Guilford Publications.

EL Baroudi, S., Fleisher, C., Khapova, S. N., Jansen, P., & Richardson, J. (2017). Ambition at work and career satisfaction. Career Development International, 22(1), 87–102.

Ericsson, K.A, & Charness, N. (1994). Expert in performance: Its structure and acquisition. American psychologist, 49(8):725

Ezam, Q. (2018). Role of motivation on employee job satisfaction: Comparative analysis for income group. Conference paper. Paper presented at Asia International Multidisciplinary Conference.

Fallatah, F., & Laschinger, H. K. (2016). The influence of authentic leadership and supportive professional practice environments on new graduate nurses' job satisfaction. *Journal of Research in Nursing, 21*(2), 125–136.

Fisher, C., D. (1986). Organizational socialization: A review. In G. Ferris & K. Rowland (Eds.), Research in Personnel and Human Resources Management, Vol. 4:101-145.

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. The Qualitative Report, 20, 1408-1416.

Gerstein, M., Hertz, S., & Friedman, H.H. (2016). What kinds of leaders are needed for today's accounting firms? Journal of Accounting and Finance, 16(5), 69-72.

Ghasemi, R., Azmi Mohamad, N., Karami, M., Hafiz Bajuri, N., & Asgharizade, E. (2016). The mediating effect of management accounting system on the relationship between competition and managerial performance. International Journal of Accounting and Information Management, 24, 272-295.

Gomes, J., & Ramao, M. (2016). Improving Project Success: A Case Study Using Benefits and Project Management. Procedia Computer Science, 100, 489-497.

Hancock, D. R., & Algozzine, B. (2015). Doing case study research: A practical guide for beginning researchers (2nd ed.). New York, NY: Teachers College Press.

Hasmin, E. (2017). Effect of transformational leadership on employee job satisfaction and performance. SSRN Electronic Journal. SN1556-5068.

Heslin, P. A., Latham, G. P., & VandeWalle, D. (2005). The effect of implicit person theory on performance appraisals. Journal of Applied Psychology, 90(5): 842.

Heslin, P.A., Latham, G.P., & VandeWalle, D. (2005). The effect of implicit person theory on performance appraisals. Journal of Applied Psychology, 90(5):842

Hong, Y. Y., Chiu, C. Y., Dweck, C.S., Lin, D.M-S., & Wan, W. (1999). Implicit theories, attributions, and coping: A meaning system approach. Journal of personality and social psychology, 77(3):588.

Hornstein, H. A. (2015). The integration of project management and organizational change management is now a necessity. International Journal of Project Management, 33(2), 291-298.

Huang, Y. (2015). A discussion of leadership styles and performance management in MNEs. Journal of Accounting, Finance & Management Strategy, 10(1), 51-82.

Hussein, A. (2015). The use of triangulation in social sciences research: Can qualitative and quantitative methods be combined? Journal of Comparative Social Work, 4(1). 1-12.

Hutchinson, K. (2017). Leadership in small firms- the X factor. In leadership and Small Business, 31-51.

Lien, P. T. (2017). Factors Affecting Lecturer Job Satisfaction: Case of Vietnam Universities. International Journal of Academic Research in Economics and Management Sciences, 6(2).

Ilgen, D. R., Fisher, C. D., & Taylor, M. S. (1979). Consequences of individual feedback on behavior in organizations. Journal of Applied Psychology, 64(4): 349.

Ionegsu, G.G., & Negrusa, A. L (2013). Elton Mayo, an enthusiastically managerial philosopher. Review of International Comparative Management, 14(5), 671-688.

Iran. Sage Journal, 30(2), 57-65.

Johennesse, L. C., & Te-Kuang, C. (2017). Employee perceptions of talent management effectiveness on retention. Global Business & Management Research, 9(3), 46- 58.

Johnson, M, O'Hara R, Hirst E. et al., (2017). Multiple triangulation and collaboration research using qualitative methods to explore decision making in pre-hospital emergency care. BMC Med Res Methodol.

Jong Ho, L., & Son, E. (2017). A Study on the Structural Causal Relationship between job characteristics, job commitment, and job satisfaction of industrial organization food service workers. Culinary Science & Hospitality Research, 23, 193-202.

Kanyurhi, E. B., Akonkwa, D. B. M. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. International Journal of Bank Marketing, 34, 773- 796.

Kovacs, C., Stiglbauer, B., Batinic, B., &Gnambs, T. (2017). Exploring different forms of job (dis) satisfaction and their relationship with well-being, motivation, and performance. Applied Psychology, 67, 532-556.

Koy, W., & Adams, C. (2015). Quantitative research in education: A primer (2nd ed.). Thousand Oaks, CA: Sage.

Lane, S., Alino, N. U., & Schneider, G. P. (2017). Manager behavior in a balanced scorecard environment: Effects of goal setting, perception of fairness, rewards, and feedback. Academy of Accounting and Financial Studies Journal, 21(2), 1-19.

Lee, A., Willis, S., & Tian, A.W. (2018). Empowering leadership: A meta-analytic examination of incremental contribution, mediation, and moderation. Journal of Organizational Behavior, 39(3), 306-325.

Leon, R., & Marcu, L. M. (2016). Social media platforms as a tool for sharing emotions. A Perspective upon the National Security Agencies. Management Dynamics in The Knowledge Economy, 4(1), 141-152.

Long, R., & Fang, T. (2015). Do strategic factors affect the adoption of profit sharing? Longitudinal evidence from Canada. International Journal of Human Resource Management, 26, 971-1001.

Li, W.-D., Arvey, R. D., & Song, Z. (2011). The influence of general mental ability, self-esteem and family socioeconomic status on leadership role occupancy and leader advancement: The moderating role of gender. The Leadership Quarterly, 22(3): 520-534.

Li, X., & Qian, J. (2016). Stimulating Employees' Feedback-seeking Behavior: The Role of Participative Decision Making. Social Behavior and Personality: an international journal, 44(1), 1-8.

Liu, J., & Yuliani, A. (2016). Difference between clients and vendors perceptions of IT outsourcing risks: Project partnering as the mitigating approach. Project Management Journal, 47 (1), 45-58

Mabaso, C. M., & Dlamini, B. I. (2017). Impact of compensation and benefits on job satisfaction. Research Journal of Business Management, 11(2), 80-90.

Mahenthiran, M. S. (2017). Relationship between transformational leadership and employees' job-related outcomes. South Asian Journal of Marketing & Management Research, 7(4), 36-45.

Malik, W. U., Javed, M., & Hassan, S. T. (2017). Influence of Transformational Leadership Components on Job Satisfaction and Organizational Commitment. Pakistan Journal of Commerce & Social Sciences, 11(1), 146-165.

Malterud, K., Siersma, V. D., & Guassora, A. D. (2015). Sample size in qualitative interview studies guided by information power. Qualitative Health Research, 26, 1753-1760.

Memon, N. Z., & Jena, L. K. (2017). Gender inequality, job satisfaction, and job motivation: Evidence from Indian female employees. Management and Labour

Mendis, M. V. S. (2017). The nexus between job satisfaction and job performance: An empirical study of bank assistants of Sri Lanka. Middle East Journal of Management, 4, 283.

Merriam, S. B., & Tisdell, E. J. (2015). Qualitative research: A guide to design and115 implementation (4th ed.). Hoboken, NY: Wiley.

Meyer, R., & Meijer, R. (2018). Leadership Agility: London: Routledge

Miksza, P., & Elpus, K. (2018). Correlational design and analysis. In Oxford Scholarship Online.

Mittal, S. (2016). Effects of transformational leadership on turnover intentions in IT SMEs. International Journal of Manpower, 37(8), 1322-1346.

Muenjohn, N., & McMurray, A. (2016). The impact of leadership on workplace innovation in Thai and Vietnamese SMEs. The Journal of Developing Areas, 50, 479-486.

Murdock R. (2019). Advantages and disadvantages of triangulation design.

Newman, A., Rose, P.S., & Teo, S. T. T. (2016). The Role of Participative Leadership and Trust-Based Mechanism in Eliciting Intern Performance: Evidence from China. Human Resource Management, 55(1), 53-67.

Northouse, P. G. (2016). Leadership: Theory and practice (7th ed.). Thousand Oaks, CA: Sage.

Obeid, M., Salleh, Z., & Nor, M. N. M. (2017). The mediating effect of job satisfaction on the relationship between personality traits and premature sign–off. Academy of Accounting and Financial Studies Journal, 21(2), 1-17.

Ogola, M. G. O., Sikalieh, D., Linge, T. K. (2017). The influence of intellectual stimulation leadership behavior on employee performance in SMEs in Kenya.

Omoijiade, P. O. (2015). Corporate governance organizational politics and leadership effectiveness and ineffectiveness in the Nigerian banking sector. European Journal of Business and Management, 10(5), 25-51.

Pabst, B., Casas, A., & Chinta, R. (2016). Empirical lessons from the failure of ERP systems in small and medium businesses. Southern Business & Economic Journal, 39(1), 25-50.

Park, J., Lee, K. H., & Kim, P.S. (2015). Participative Management and Perceived Organizational Performance: The Moderating Effects of Innovative Organizational Culture. Public Performance & Management Review, 39(2), 316-336.

Parker, L. D. (2016). From scientific to activity-based office management: A mirage of change. Journal of Accounting & Organizational Change, 12, 177-202.

Pigeon, M., Montani, F., & Boudrias, J.-S. (2017). How do empowering conditions lead to empowered behaviors? Test of a mediation model. Journal of Management Psychology, 32(5), 357-372.

Proctor, S. (2017). Strategies to improve job satisfaction and reduce voluntary employee turnover of nurses.

Quintana, T. A., Park, S., & Cabrera, Y. A. (2015). Assessing the effects of leadership styles on employees' outcomes in international luxury hotels. Journal of Business Ethics, 129, 469-489.

Quesado, P. R., Aibar-Guzman, B., & Rodrigues, L. (2016). Extrinsic and intrinsic factors in the balanced scorecard adoption: An empirical study in Portuguese organizations. European Journal of Management and Business Economics, 25, 47-55.

Rabbani, S., Imran, R., Shamoon, S., & Kamal, N. (2017). Directive Leadership and Satisfaction: A Unique Relationship. Advanced Science Letters, 23, 337-340.

Rajak, B., & Pandey, M. (2017). Exploring the relationship between job commitment and job satisfaction through a review of the literature. Management Insight – The Journal of Incisive Analyzers, 13(1), 74-79.

Rao, M. S. (2017). Innovative tools and techniques to ensure effective employee engagement. Industrial and Commercial Training, 49(3), 127- 131.

Rasmi, R., Amrullah, A., & Sumardi, S. (2017). Compensation and motivation effect on employees' job satisfaction. Hasanuddin Economics and Business Review, 1(2), 162-167.

Rasool, A., Jundong, H., & Sohail, M. T. (2017). Relationship of intrinsic and extrinsic rewards on job motivation and job satisfaction of expatriates in China. Journal of Applied Sciences, 17, 116-125.

Rassa, M. (2017). Afghanistan public health facilities staffs' job satisfaction and factors affecting the job satisfaction. International Journal of Advanced Research, 5, 975–989. Research (09725814), 15(2), 101-110.

Roche, M. A., Duffield, C. M., Homer, C., Buchan, J., & Dimitrelis, S. (2015). The rate and cost of nurse turnover in Australia. Collegian, 22, 353-358.

Rolkova, M., & Farkasova, V. (2015). The Features of Participative Management Style. Procedia Economics and Finance, 23, 1383-1387.

Rusert, B. (2015). How to mitigate risk by aligning social impact strategy with business strategy Satisfaction: A Unique Relationship. Advanced Science Letters, 23, 337-340.

Saldaña, J. (2015). The coding manual for qualitative researchers. Thousand Oaks, CA: Sage Publications.

Saunders, M.N.K., Lewis, P., & Thornhill, A. (2015). Research methods for business students (7th Ed.) Essex, England: Pearson Education Limited.

Sayadi, Y. (2016). The effect of dimensions of transformational, transactional, and non-leadership on the job satisfaction and organizational commitment of teachers in

Schneider, C. J. (2016). Examining elites using qualitative media analysis: Celebrity news coverage and TMZ. Researching Amongst Elites: Challenges and Opportunities in Studying Up. New York, NY: Routledge.

Shirani, F. (2015). Book review: Anne Galletta, Mastering the semistructured interview and beyond. Qualitative Research, 15, 136-137.

Shoaib, S., & Mujtaba, B. G. (2016). Use it or lose it: prudently using case study as a research and educational strategy. American Journal of Education and Learning, 1(2), 81-91.

Silverman, D. (ED.). (2016). Qualitative research. Thousand Oaks, CA: Sage.

Singh, H., Saufi, R. A., Tasnim, R., & Hussin, M. (2017). The relationship between employee job satisfaction, perceived customer satisfaction, service quality, and profitability in Kuala Lumpur luxury hotels. Prabandhan. Indian Journal of Management, 10(1), 26.

Snavely, T. M. (2016). A brief economic analysis of the looming nursing shortage in the united states. Nursing Economics, 34(2), 98-100.

Sivell, S., Prout, H., Hopewell-Kelly, N., Baillie, J., Byrne, A., Edwards, M., Nelson, A. (2015). Considerations and recommendations for conducting qualitative research interviews with palliative and end-of-life care patients in the home setting: a consensus paper: Table 1. BMJ Supportive & Palliative Care.

Studies, 42, 253-274.

Sugandini, D., Qadri, E.L Kustyadji, E. & Muafi, G. (2018). Employee engagement in entrepreneurship management: SMEs Cases. Academy of Entrepreneurship Journal, 24(2), 1528-2686.

Suk, B. C., Kihwan K. S. M., Ebrahim, U., & Seung-Wan, K., (2016). How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes. Personnel Review, 45, 459- 479.

Tabernero, C. & Wood, R.E. (1999). Implicit theories versus the social construal of ability in self-regulation and performance on a complicated task. Organizational Behavior and Human Decision Process, 20(2): 104-127

Tam, P. T. (2017). Determinants are affecting the human resource development of small and medium enterprises in Dong Nai province. Social Science Learning Education Journal, 2(01), 1-9.

Tampubolon, H. (2016). The relationship between employee engagement, job motivation, and job satisfaction towards employee performance. Corporate Ownership and Control, 13(2).

Thomas, G. (2015). How to do your case study (2nd ed.). Thousand Oaks CA: Sage.

Tsui, A. S. & Ashford, S. J. (1994). Adaptive self-regulation: A process view of managerial effectiveness. Journal of Management, 20(1): 93-121.

Tsui, A. S., Ashford, S. J., Clair, L. S., & Xin, K. R. (1995). Dealing with discrepant expectations: Response strategies and managerial effectiveness. Academy of Management Journal, 38(6): 1515-1543.

U.S. Small Business Administration. (2018). Frequently Asked Questions. Retrieved from https://www.sba.gov/

Ukko, J., Hildén, S., Saunila, M., & Tikkamäki, K. (2017). Comprehensive performance measurement and management - innovativeness and performance through reflective practice. Journal of Accounting & Organizational Change, 13, 425-448.

Vandewalle, D, Nerstad, C., & Dysvik. (2019). Goal Orientation: "A review of the Miles Traveled, and the Miles to go." Annual Review of Organizational Psychology and Organizational Behavior. Annual Reviews. 6: 115-114

Vandewalle, D. (2012). Growth and fixed mindset exposition of the value of conceptual clarity. Industrial and Organizational Psychology, 5(3):301-305

Vargas, M.I.R. (2015). Determinant factors for small businesses to achieve innovation, high performance, and competitiveness: Organizational learning and leadership styles. Procedia-Social and Behavioral Sciences, 169(20), 43-52.

Vargas, M.I.R. (2015). Determinant factors for small businesses to achieve innovation, high performance, and competitiveness: Organizational learning and leadership styles. Procedia-Social and Behavioral Sciences, 169(20), 43-52.

Williams, T. (2016). Identifying Success Factors in Construction Projects. A case study. Project Management Journal, 47(1), 97-112.

Wnuk, M. (2017). Organizational Conditioning of Job Satisfaction. A model of job satisfaction. Contemporary Economics, 11(1), 31-44. doi:10.5709/ce.1897- 9254.227

Yin, R. K. (2015). Qualitative research from start to finish (2nd ed.). New York, NY: Guilford Publications.

Yin, R. K. (2018). Case study research and application: Design and methods. Thousand Oaks, CA: Sage.

Yoerger, M., Crowe, J., & Allen J.A. (2015). Participate or else! The effect of participation in decision-making in a meeting on employee engagement. Consulting Psychology Journal: Practice and Research, 67(1), 65-80.

Appendix A: Interview Questions

This study's central research question is: What mindset and strategies do small business leaders use to increase employees' overall job satisfaction?

1. Can you tell me a little more about yourself, your age, educational background, and employment status?

2. What strategies have you developed and implemented to increase your employees' job satisfaction?

3. How did you assess the effectiveness of your strategies for improving employees' job satisfaction?

4. How do you reward your experienced and non-experienced employees?

5. In what ways do you provide individualized feedback to your employees?

6. As a leader, when and how many times should a manager communicate and provide direct and clear information to employees about task performance effectiveness?

7. How would task varieties (doing different duties) impact employee job satisfaction?

8. How do you explore if job satisfaction affects the employees' tendency to improve their performance?

9. Can you tell me about what time you demonstrated leadership capabilities on the job?

10. which supporting skills, in your opinion, are the most important when it comes to leadership?

11. How and when do you handle dissatisfaction and disagreement on your team?

12. If an employee or a team member is struggling to stay motivated, as a leader, what steps would you take to boost engagement?

13. what approach do you use when you must deliver constructive criticism?

Follow on Questions.

1.Based on the strategies you indicated in interview question 2, did you implement a flexible, rewarding system based on specific individual needs? If yes, have you observed if implementing such a flexible reward system could impact job satisfaction?

2. Based on the feedback experience you mentioned in interview question 5, if any, do leadership skills help guide employees and create the right working conditions?

Appendix B: Interview Protocol

Interview: Job Satisfaction Strategies to Improve Performance of Small Businesses

The face-to-face interviews will begin with introductions and an overview of the topic.

A. I will advise the participants I am sensitive to their time and thank them for agreeing to participate in the study.

B. I will remind the participants of the recorded interview, and the conversation we are about to have will remain strictly confidential.

C. I will turn on the recorder, and I will announce the participant's identifying code, as well as the date and time of the interview.

D. The interview will last approximately 30 minutes to obtain responses for Thirteen interview questions and follow-up questions.

E. I will also explain the concept and plan for member checking by contracting participants with transcribed data and request verification of the accuracy of collected information as soon as possible.

F. After confirming answers recorded to the participants' satisfaction; the interview will conclude with a sincere thank you for participating in the study.

Appendix C: Informed Consent Form

INFORMED CONSENT FOR INTERVIEW

JOB SATISFACTION: THE APPLICATION OF THE LEADERSHIP MINDSET FOR SMALL BUSINESSES PERFORMANCE

I, **…………………………………………………………** agree to be interviewed for the research which will be conducted by **…………………………………………………………...**a doctorate students at the Swiss School of Business and Management, Geneva, Switzerland.

I certify that I have been told of the confidentiality of information collected for this research and the anonymity of my participation; that I have been given satisfactory answers to my inquiries concerning research procedures and other matters; and that I have been advised that I am free to withdraw my consent and to discontinue participation in the research or activity at any time without prejudice.

I agree to participate in one or more **electronically recorded** interviews for this research. I understand that such interviews and related materials will be kept completely anonymous and that the results of this study may be published in any form that may serve its best.

I agree that any information obtained from this research may be used in any way thought best for this study.

…………………………………………   ………………

   Signature of Interviewee   **Date**

Appendix D: Background information of research participants

SBL	Age	Business type	Educational background	Job category	Working experience	Interview time
SBL1	46-55	Educational institution	Bachelor's degree	Owner	10 years	36 Mins
SBL2	56-65	Construction	Post-graduate degree	Owner	14 years	30 Mins
SBL3	36-45	Medical care	Bachelor's degree	Senior management	6 years	42 Mins
SBL4	46-55	Clothing industry	Bachelor's degree	Owner	9 years	37 Mins
SBL5	36-45	Educational institution	Diploma	Senior management	5 years	40 Mins
SBL6	46-55	Medical care	Post-graduate degree	Owner	10 years	48Mins
SBL7	25-35	Food supply	Bachelor's degree	Owner	5 years	33 Mins
SBL8	46-55	Food supply	Diploma	Senior management	8 years	40 Mins
SBL9	25-35	Food supply	High school certificate	Junior management	4 years	33 Mins
SBL10	46-55	Medical care	Bachelor's degree	Senior management	8 years	41 Mins

SBL11	56-65	Medical care	Bachelor's degree	Owner	9 years	32 Mins
SBL12	46-55	Construction	Bachelor's degree	Owner	10 years	42 Mins
SBL13	36-45	Construction	High school certificate	Senior management	7 years	33 Mins
SBL14	25-35	Food supply	Diploma	Junior management	4 years	40 Mins
SBL15	46-55	Educational institution	Bachelor's degree	Owner	9 years	44Mins
SBL16	25-35	Food supply	High school certificate	Junior management	5 years	41 Mins
SBL17	56-65	Educational institution	Post-graduate degree	Owner	12 years	41 Mins
SBL18	56-65	Food supply	Bachelor's degree	Owner	10 years	38Mins
SBL19	46-55	Educational institution	Bachelor's degree	Junior management	6 years	37 Mins
SBL20	46-55	Educational institution	Bachelor's degree	Senior management	8 years	39 Mins
SBL21	36-45	Clothing industry	Diploma	Senior management	5 years	32 mins
SBL22	25-35	Food supply	High school certificate	Junior management	5 years	33Mins

SBL23	56-65	Medical care	Bachelor's degree	Owner	9 years	40Mins
SBL24	25-35	Clothing industry	Diploma	Junior management	4 years	42Mins
SBL25	46-55	Clothing industry	Bachelor's degree	Owner	9 years	39Mins