



The interrelationship among the leadership, customer satisfaction, employee satisfaction customer orientation, and organizational performance of textile industry in Pakistan

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Abstract- The purpose the current study is to investigate the moderating impact of leadership on the association of customer intention, customer satisfaction, employee satisfaction and organizational performance of Pakistan textile industry. The data was collected from the senior managers of textile industry by using a self-administered questionnaire. The SEM analysis of the study has shown that there is a positive and significant relationship between the customer orientation and organizational performance. The employee satisfaction has an insignificant relationship with the organization. Moreover, the customer satisfaction also had a positive and significant relationship with the organizational performance. Moreover, the study indirect effect had shown that the leadership has positive and significant moderating effect among all the exogenous and endogenous variables in the textile industry of Pakistan. These findings have shown that these variable does not only have a direct effect on organizational performance but also indirectly effect to the organizational performance. These findings, therefore, could provide help to business owners about the importance of good leadership to increase the performance of the organization.

Keywords: customer orientation, employee satisfaction, organizational performance, Customer satisfaction, leadership, textile, Pakistan.

I. INTRODUCTION

Customer orientation can be regarded as a reflection of organizational strategies which are focused on market. It can be described as organizational orientation to promote and provide support to collect, disseminate and be responsive towards the market intelligence in order to meet the needs of customers (Chen, Tang, Jin, Xie, & Li, 2014). Previously available studies reveal that customer orientation and performance are significantly associated (Feng, Wang, Lawton, & Luo, 2019; Schwepker & Ingram, 2016). Aforementioned studies' findings signify the customer orientation as an important factor which can be beneficial to get the improved performance. Further, it can also assist to better meet the customers' needs and growth in sales (Valenzuela, Torres, Hidalgo, & Farias, 2014). Additionally, it can also serve as a tool to gain the competitive edge and superior business performance (Neneh, 2018). Besides, it is regarded as a significant factor still there are inconclusive findings regarding its relationship with the performance such that some studies it has positive association (Mohiuddin Babu, 2018). Interestingly (Kassim & Sulaiman, 2011) reported an insignificant association between independent and dependent variable. Besides, (Hernandez-Diaz, Calderon-Abreu, Amador-Dumois, & Cordova-Claudio, 2017) has also revealed a negative association between factors and performance. The inconclusive findings hint that there may be some other factor as well. Previously studies also postulated that association between customer orientation and performance is internally and externally dependent (Liu, Wong, Shi, Chu, & Brock, 2014; Papaioannou, Kriemadis, Mitsios, & Kartakoullis, 2018; Smirnova, Rebiazina, & Frösén, 2018). On the other hand, literature has also provided a various variable which are of contextual nature can also influence the association between customer orientation and performance. Following are the factors institutional networking (Chung, 2012), industry type (Van Zyl & Mathur-Helm, 2007), and environmental factors (Li, Feng, & Jiang, 2018). It is also worthy to mention that environmental factors have been extensively focused by the studies as a factor which can influence the association between customer orientation and performance; thereby ignoring the role of internal factors which can also moderate the relationship. Talking from the interactional perspective it can be stated that the considering the role of multiple factors as a moderator is appropriate to elaborate the organizational behaviours (Feng et al., 2019). This happens due to the fact the internal and external factors may exist simultaneously at an

organization ((Poza, do Amaral Moretti, & Tachizawa, 2016) which can potentially influence the organizational behaviours and productivity at same time (Dong, Bartol, Zhang, & Li, 2017). Considering the aforementioned literature, the present study has considered the both factors (internal and external) while studying the association between customer orientation and performance. Furthermore, leadership has been considered as internal factor which do influence the behaviours of employees whereas, competitive intensity has been considered as external factor (Feng et al., 2019).

Customer orientation is vital for organizations but at same time the customers also ask the organizations fulfil their needs ethically (Valenzuela et al., 2010). Therefore, based on the SLT(Knight, Kim, & Crutsinger, 2007; Liden, Wayne, Liao, & Meuser, 2014), it is stated that leaders behaving ethically are perceived as a role model by employees and they serve as a tool to establish the ethical climate(K. Jiang, Chuang, & Chiao, 2015). Hence, possibly the leadership may prove to be a significant factor which can play a vital role while fulfilling the customers' needs, which further also do influence the customer focused orientation and performance association. Customer orientation will enhance the firm performance under the leadership of ethical leader. It is worthy to mention that leadership is an important factor which is representative of the competitiveness of external market. "It can potentially influence the customer orientations' effectiveness (Ziggers & Henseler, 2016). In the presence of the lower level of leadership, an organization can accomplish the goals and objectives without changing anything (Zhou, Xia, Feng, Jiang, & He, 2019). While on the other hand, organizations are asked to be focused on the customers' needs and do affirm the long run relationship with customers which will facilitate to be different from competitors while facing extensive competition in market. Along with this issue, the previous studies also had a direct relationship between the customer satisfaction and organizational performance (Golovkova, Eklof, Malova, & Podkorytova, 2019; Kanten & Darma, 2017; Otto, Szymanski, & Varadarajan, 2020). On the other hand, employee satisfaction also has a direct relationship with organizational performance (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017; Khanal & Poudel, 2017). There is a little attention on the indirect relationship. Moreover, the previous studies also had a major focus on the developed economies but there is a little attention on the developing economies particularly Pakistan textile sector because this sector played an important role in the development of Pakistan economies with respect to the social and economic perspective (Ahmad, Bin Mohammad, & Nordin, 2019). Therefore, this sector could not be ignored. Thus, based on the previous gaps, the current study had addressed the research gap by considering the moderation of leadership and their combined influence on the organizational performance relationship of textile sector in Pakistan."

The present study is valuable contribution in existing literature. First of all, the study has considered the leadership as an internal factor which will moderate the association among the, customer satisfaction, employee satisfaction, customer orientation and organizational performance. It is valuable extension of previously available knowledge by postulating the leadership as a novel and decisive factor. Secondly, the study is also valuable addition in previous literature as it has considered the multi-dimensional conceptualization of leadership. Further, it will also explain and elaborate regarding how these dimensions influence the association between customer orientation and performance.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The study is based on the social learning theory (SLT) (Ahearne, Mathieu, & Rapp, 2005) and interactional perspective (Feng et al., 2019). Considering the SLT it is stated that ethical leaders are role models and they can shape the employees' behaviours (Pelled, Cummings, & Kizilos, 2000) because they tend to follow the leaders' behavioural pattern as they observe, emulate and replicate it their doings in order to ensure the conformity with the ethos based values and criterions (Garba, Babalola, & Guo, 2018). For example, ethical leaders are considered as role models and they nourish the ethical climate within an organization; consequently results in lower misconducts (Frambach, Fiss, & Ingenbleek, 2016). Therefore, it is anticipated that employees will be motivated to behave ethically when they experience the ethical leadership at workplace. They will put extra efforts to comply with the ethics while also striving to gain the objective of customer orientation. Hence, customer orientations' influence on performance will be moderated by leadership. Interactional approach is followed to study the customer orientation influence on performance as it is also known that both the internal and external factors do determine the customer orientations' effectiveness (Béal & Sabadie, 2018). It is balanced approach because it is neither extensively focused on external nor internal factors (Otto, Szymanski, & Varadarajan, 2019). Therefore, it is postulated that the acknowledgement of benefits of customer orientation rely on both the CEO leadership and market competitiveness. Thus, in presence of leadership and high competitiveness it will be more productive.

Leadership influences the internal environment of an organization therefore; it is a vital aspect to be considered while examining the customer orientations' influence on performance. In addition, it also serves as a guide which shapes the employees' values, beliefs and their behaviours as well, while they are dealing with the customers and doing their routine tasks (Hsiao, Lee, & Chen, 2015). Leadership is also regarded as a vague concept however it is generally defined as displaying the normatively suitable behaviour while personal actions and doing interaction with others, and also promoting such kind of behaviours among the followers by communicating them, reinforcing and taking decision (Liao & Subramony, 2008). Notably, the aforementioned conceptualization does not consider the dimensions of leadership. The present study followed the leadership definition proposed by (Wang, Feng, & Lawton, 2017) according to which it is multi-dimensional construct and also covers both the Eastern and Western school of thoughts. Therefore, it is appropriate to use this definition in Pakistan culture. There are other conceptualizations are also available regarding the leadership (Grizzle, Zablah, Brown, Mowen, & Lee, 2009) but they are not applicable in Eastern context as they are Western context. According to (Engelen, Gupta, Strenger, & Brettel, 2015) there are four dimensions of leadership namely; humane, justice, moderation and responsible. It is worthy to mention that the multi-dimensional framework provides a more balanced view regarding the leadership as it is inclusive of both the Western and Eastern school of thoughts regarding the morality and also adopted by recent studies as well (Cai, Feng, Jiang, & Li, 2017). The present study is specifically focused on the humane, justice and moderation orientations of leadership because they are more directly influence the employees' behaviours to create internal resources for better performance. The study has not considered the responsible and sustainable orientations as they are closely linked with the external stakeholder's perspective instead of employees' management. In addition they are more related to the social performance of organization (Eisenbeiss, Van Knippenberg, & Fahrback, 2015). Humane aspect of leadership holds that everyone should be given respect and dignity. Further they are seen as ends instead of means (Wang et al., 2017). It focuses on the personal needs of employees and acknowledges their rights and show sympathy when they are confronted with a problem (Eisenbeiss et al., 2015). Furthermore, justice aspect of leadership holds that there should not be any kind of discrimination, decisions should be fair and consistent (Wang et al., 2017). Leaders consider everyone as equal, does not allocate unfair work to employees and never blame them if anything gets wrong and they are not faulty at that (Wang et al., 2017). Finally, the moderation aspect of leadership holds the aspects such as embracement of diversity regarding gender, nationality and religion etc. They also acknowledge the ideas with positive attitude (Eisenbeiss et al., 2015). It psychologically empowers the employees so they can deliver their best and also promotes the culture of learning and innovation.

The influence of customer orientation on the performance of an organization is dependent on the humane leadership. Following the SLT it is stated that when the managers are exhibiting such leadership style they give respect, dignity and provide support the employees. Consequently, the employees' motivation is increased and they get themselves engaged in work by putting full efforts in collective and individual work (Adetunji & Owolabi, 2016). Notably, customer orientation asks for the internal harmony in an organization to demonstrate and meet the needs of the customers. At this point it is also worthy to mention that the employee engagement under such leadership will assist exchange of information and ease the communication among the departments such as designing, manufacturing and services to innovate the products and customize them backed by the customer feedback (Parida, Westerberg, Ylinenpää, & Roininen, 2010). When the employees are intellectually and cognitively engaged they tend to be more creative as it assists the diversification to meet the needs of the customers belonging to different groups (W. Jiang, Chai, Shao, & Feng, 2018).

Regarding the relationship between employees' satisfaction and performance it is stated that earlier one lies in cognition and is a reaction to different work aspects (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016; Ellinger, Ellinger, & Keller, 2003; Rast & Tourani, 2012). "Therefore, satisfaction with job is not a single dimension construct. Possibly, a person is satisfied with one aspect will be dissatisfied with other one. It is argued that employee's performance is significantly influenced by job satisfaction. Previously a study Kawiana, Dewi, Martini, and Suardana (2018) has also providing empirical indication concerning the relationship between satisfaction and performance of employees. Similarly, another study has also reported that performance increases if employees are satisfied (Funmilola, Sola, & Olusola, 2013; Indrawati, 2013)."

It is also worthy to note the employees experiencing such leadership willingly spend their psychological resources while their interactions with customers. Consequently, enhances the customer linking capability via favourable psychological exchange between customers and employees. Further, when the employees are backed by their leaders they will show more resilience while dealing the customers'

negative behaviours happened due to the problems in products and services. When the customers are dealt with positive mood, care and attention than their negative attitude will turn around. Thus, such kind of customers' emotion dealing abilities ensures an in-depth link between customers and organization ultimately leading towards the loyalty and satisfaction of customer (Luo, Wieseke, & Homburg, 2012).

Justice aspect of leadership also do determine the strength of association of between the customer orientation and performance as it makes sure that employees' contributions are accordingly acknowledged and judged on the basis of transparent and consistent criterion and avoid biasness(De Luque, Washburn, Waldman, & House, 2008; Wang et al., 2017). In the marketing literature it is agreed that customer value management positively influences the organizational performance(Coltman, Devinney, & Midgley, 2011; Liang & Zhang, 2012).When the contributions of employees are fairly judged than they will be more inclined to give positive response and put extra efforts in work(Gibson, Porath, Benson, & Lawler III, 2007; Kark & Van Dijk, 2019; Sin, Alan, Yau, Lee, & Chow, 2002). Individuals experiencing such leadership are likely to be very hopeful regarding their career development and also incorporate both the personal and organizational goals. Customer orientation asks for the effectiveness in managing the customer value by prioritizing attention and treatment towards valuable customers, individuals' objectives oriented behaviours boost the organizational ability to pin point the valuable customers and strategically allocating the time and attention which is based on the real or anticipated profits from customers(Ernst, Hoyer, Krafft, & Krieger, 2011; Tsai, Tsai, & Chang, 2010). Additionally, it also proves to be helpful in gaining new valuable customers that is backed by the employee's self-motivated and results focused approach to get involved with the customers. Employees under such leadership facilitate an organization to earn maximum profit from its customer oriented approach(Johnson, Clark, & Barczak, 2012).

The third aspect of leadership is moderation. It holds an approach to figure out a balance between different stakeholders' concerns. Further, employees experiencing such kind of leadership tend to be more willing to allow a greater say by customers while deciding about the terms for mutual interactions; it ultimately ends up in providing the new areas for customers to provide with the information, improvement and ideas with organization which helps to boost the performance by following the customer orientation. When the customer are owned while making decisions regarding the product/services quality(Liang & Zhang, 2012), it increases the quality, loyalty, commitment and customers tend to pay more which up lifts the organizational financial performance(Homburg, Stierl, & Bornemann, 2013). Based on aforementioned literature it is argued that in presence of moderation leadership the firm performance goes up with the focus on customers. Based on the previous discussion it is hypothesized that:

H₁: The customer orientation and organizational performance are significantly associated of the Pakistan textile industry.

H₂: The employee satisfaction and organizational performance are significantly association of the Pakistan textile industry.

H₃: The customer satisfaction and organizational performance are significantly associated of the Pakistan textile industry.

H₄: The leadership is a significant moderating variable between customer orientation and organizational performance relationship of the Pakistan textile industry.

H₅:The leadership is a significant moderating variable between employee satisfaction and organizational performance relationship of the Pakistan textile industry.

H₆ The leadership is a significant moderating variable between employee satisfaction and organizational performance relationship of the Pakistan industry.

III. RESEARCH FRAMEWORK

The above discussion had become the research framework foundation that is formulated in the Fig 1. There are five different types of variables that are predicted in Fig 1. Three are independent variables like, customer orientation, customer satisfaction, and employee satisfaction. Moreover, in the framework, the moderating variable is leadership and dependent variable is organizational performance.

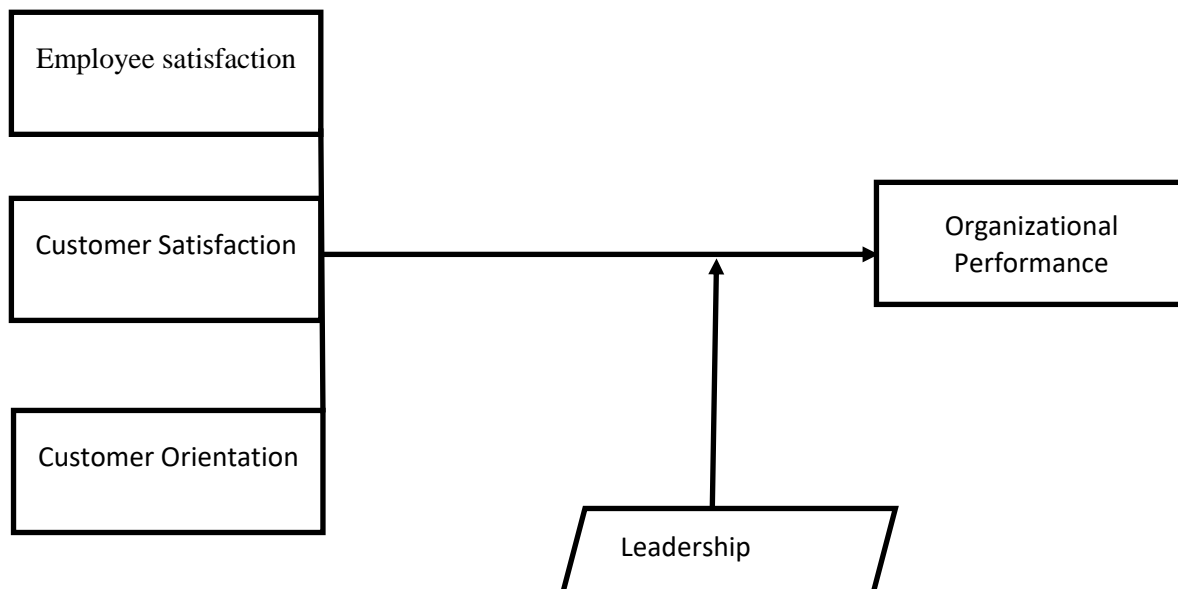


Figure 1: *Research Framework*

IV. METHODOLOGY

There are two approaches two following approaches which are discussed in the extant literature namely, quantitative and qualitative approach (Zikmund 2003). The researchers in the present study had applied the quantitative approach and used cross sectional research design. Moreover, as the study had shown the relationship of variables, therefore, the current study is to be correlational in nature. In addition, the primary data was collected from senior managers of textile industry of Pakistan through the simple random sampling technique. There were 450 research questionnaires were distributed to the textile senior managers who were performing their duties in this sector. Among of total, 290 questionnaires were returned back from the study respondents that had presented the 56 percent responses. The questionnaire was ranked on the five point Likert Scale that was ranged from strongly disagree=1 to strongly agree=5. The questionnaire was adopted from the extant literature where it was already tested. The customer orientation was measured by six items. The leadership was measured by three dimensions namely, justice leadership, CEO's human leadership and moderate leadership. Among these dimensions, CEO's human leadership was measured by four items, justice leadership was measured by five items and moderate leadership was measured by four items. Moreover, employee satisfaction was measured by five items. Organizational performance is a dependent variable which is measured by 10 items. Lastly, the customer satisfaction had been measured by five items.

V. DATA ANALYSIS

The current had applied the Partial Least Square (PLS)-Structural Equation Modelling (SEM) approach for the current study analysis. There are various previous studies who had applied the PLS-SEM approach for direct and indirect relationship testing (Buil, Martínez, & Matute, 2018; Lim & Loosemore, 2017; Singjai, Winata, & Kummer, 2018). In addition, it is also recommended by Hair Jr, Hult, Ringle, and Sarstedt (2017) that for moderation and mediating analysis the Smart PLS is considered to be a significant. Therefore, the researcher had applied the PLS-SEM by using smart PLS 3. The PLS-SEM had a greater attention because it is considered to be a appropriated when sample size is small and data is normal (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The analysis was incorporated by using a structural and measurement model that had discussed below.

Measurement model

For the current study analysis, the PLS-SEM approach had applied through the Smart PLS 3. As, it has discussed in the extant literature before the model structural model assessment, the validity and reliability of the construct should be a checked (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Therefore, the researcher firstly measurement model had assessed through the construct convergent and discriminant validity. "From this, the value of factor loadings should be greater than 0.5,

Cronbach alpha should be greater than 0.7, composite reliability should be greater than 0.7 and average variance extracted should be greater than 0.5. These values are recommended by following researchers (Hair, Hult, Ringle, & Sarstedt, 2014; Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014; J. F. Hair, Hult, Ringle, & Sarstedt, 2017). The Table 1 had shown that all of the following values are fulfilled all the above discussed values. The discriminant validity could be assessed by following two criteria's, Fornell and Lacker that shows the square root of AVE that should always be a greater from other diagonal values (Hair Jr et al., 2017; Henseler, Ringle, & Sarstedt, 2015). Moreover, In the HTMT, the correlation among the construct should be a less than 0.85 or 0.90 (Hair Jr et al., 2017; Henseler et al., 2015). The Table 3 and 4 had shown that these values are being fulfilled the criteria of discriminant validity. Therefore, it could be explained that construct had the discriminant validity. The Table 1, Table 2 and Table 3 had predicted all the measurement model findings."

Table 1: Reliability and Validity Results

Constructs	Items	Loadings	Alpha	CR	AVE
Justices Leadership	JL1	0.737	0.851	0.9	0.693
	JL2	0.885			
	JL3	0.909			
	JL4	0.725			
	JL5	0.778			
CEO Human Leadership	CHL1	0.758	0.758	0.839	0.512
	CHL2	0.802			
	CHL3	0.893			
	CHL4	0.904			
Customer Orientation	CO1	0.603	0.774	0.847	0.526
	CO2	0.901			
	CO3	0.905			
	CO4	0.714			
	CO5	0.818			
	CO6	0.828			
Moderation Leadership	MLEA1	0.932	0.898	0.917	0.704
	MLEA2	0.752			
	MLEA3	0.789			
	MLEA4	0.853			
Employee Satisfaction	ES1	0.850	0.813	0.88	0.691
	ES3	0.735			
	ES4	0.938			
	ES5	0.858			
Organizational Performance	OP1	0.908	0.811	0.87	0.600
	OP2	0.920			
	OP3	0.701			
	OP4	0.710			
	OP5	0.720			
	OP6	0.852			
	OP7	0.860			
	OP8	0.789			
	OP9	0.901			
Customer Satisfaction	CS1	0.780	0.821	0.863	0.645
	CS2	0.901			
	CS3	0.812			
	CS4	0.932			

	CS4	0.723			
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Note: JL-justice's leadership, CHL-CEO human leadership, CO-Customer orientation, MLEA- Moderation Leadership, ES-Employee satisfaction, OP-organizational performance, CS-Customer satisfaction.

Table 2:Fornell and Larcker

	JL	CHL	CO	LEO	ED	OP	CS
JL	0.890						
CHL	0.416	0.715					
CO	0.123	0.537	0.726				
LEO	0.280	0.673	0.403	0.839			
ED	0.380	0.234	0.460	0.368	0.840		
OP	0.230	0.204	0.245	0.560	0.210	0.784	
CS	0.130	0.326	0.124	0.023	0.820	0.230	0.902

Note: JL-justice's leadership, CHL-CEO human leadership, CO-Customer orientation, MLEA- Moderation Leadership, ES-Employee satisfaction, OP-organizational performance, CS-Customer satisfaction.

Table 3:HTMT Analysis

	JL	CHL	CO	LEO	ED	OP	CS
JL							
CHL	0.436						
CO	0.533	0.417					
LEO	0.61	0.483	0.453				
ED	0.660	0.342	0.45	0.388			
OP	0.501	0.601	0.532	0.231	0.480		
CS	0.610	0.342	0.145	0.288	0.160	0.340	

Note: JL-justice's leadership, CHL-CEO human leadership, CO-Customer orientation, MLEA- Moderation Leadership, ES-Employee satisfaction, OP-organizational performance, CS-Customer satisfaction.

Structural Model

The structural model consists of two type of analysis, one is direct effect and other is indirect effect.

Direct effect

After the assessment of the measurement model, the next process it to test the research hypothesis of the study in the structural model. The 500 resampling bootstrap technique was employed to test study hypothesis by using a SEM approach. The SEM analysis results have shown that customers orientation (CO)has a positive and significant ($\beta=0.342$; $t=4.805$) association with the organizational performance that supported the hypothesis (one). In addition, the results shown that employee satisfaction (ES)has an insignificant association ($\beta=-0.167$; $t=1.80$) with the organizational performance.that could not support to hypothesis two. This shows that ES did not have any relationship with the organizational performance. A possible reason for this results is that the respondents did not give importance on ES to increase the performance. Another possible reason of this finding is that there could be overlapping of other variables. On the other hand, the customer satisfaction (CS) also had a direct relationship with the organizational performance ($\beta=0.205$; $t=4.233$) that supports to hypothesis three. These findings have shown that these predictors are considered to be important factors for the organizational performance in the textile industry of Pakistan. All of the results are depicted in the following Table 4.

Table 4: Direct effect Results

Hypothesis	Beta	SD	T Statistics	P Values	Results
CO->OP	0.343	0.071	4.805	0.000	Supported
ES->OP	0.166	0.092	1.80	0.072	Not supported
CS->OP	0.205	0.049	4.233	0.000	Supported

Note:CO-customer orientation, ES-employee satisfaction, OP-organizational performance, CS-customer satisfaction.

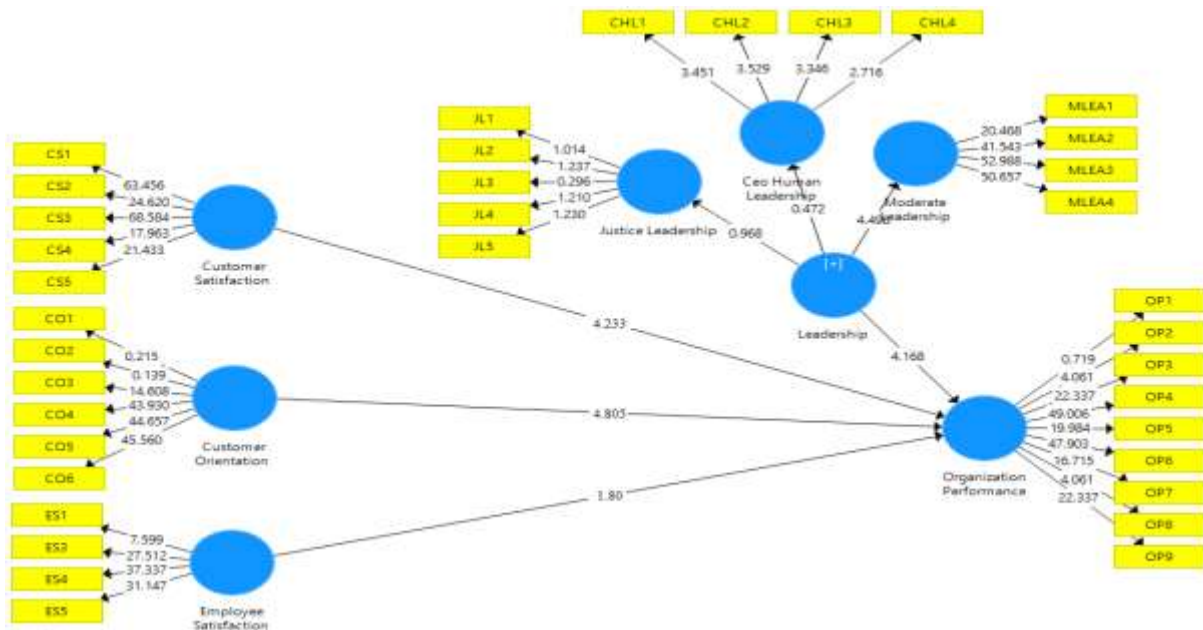


Figure 2:Direct Effect of the Model

Indirect effect

Second part of the hypothesis is that leadership moderate on the relationship of three independent variables namely, customer orientation (CO) and employee satisfaction (ES), customer satisfaction (CS) and one endogenous variable which organization performance (OP). The moderating effect was being testing by using a two stage approach which is recommend by J. F. Hair et al. (2017) that when the research objective is to test that whether the moderating variable is significantly moderated or not among the exogenous and endogenous variable or when the moderating variable and endogenous variable are the reflective construct (J. F. Hair et al., 2017). The findings of the current study have shown that leadership is significantly moderates on the relationship of three independent variables and organizational performance (OP) in the textile industry of Indonesia and supported to the hypothesis four, five and six. Therefore, it is shown that textile industry of Pakistan has a greater attention on the leadership to pay a significant importance on ES, CO, CS, to increase the organizational performance. The indirect effect results had been presented in Table 5.

Table 5: Moderating Effect Results

Hypothesis	Beta	SD	T statistics	P Values	Results
CO*LEA->OP	0.224	0.074	3.020	0.003	Supported
ES*LEA->OP	0.345	0.076	4.552	0.000	Supported
CS*LEA->OP	0.263	0.06	4.412	0.000	Supported

Note:CO- Customer orientation, ES-Employee satisfaction, OP-organizational performance, LEA-Leadership, CS-customer satisfaction.

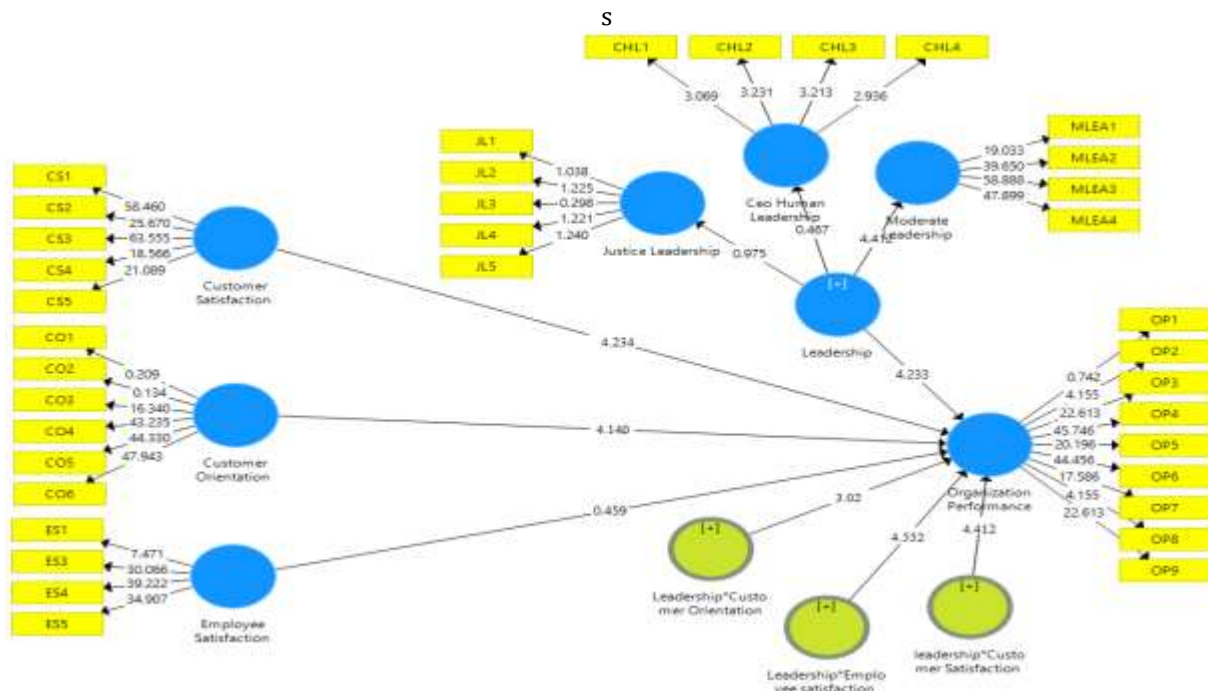


Figure 3: Indirect Effect Model

VI. CONCLUSION

The current study objective is to test the moderating effect of leadership on the relationship of customer orientation, customer satisfaction, employee satisfaction in the textile industry of Pakistan. For this objective, there were six hypotheses was proposed. Among of them five hypothesis of the study are supported. The direct effect research findings have indicated that there is a significant and positive association between the customer orientation and organizational performance. This shows that when the organization have a greater attention on the orientation of the customer, then the performance of the organization is increased. On the other hand, it is found that there is no significant relationship within the employee satisfaction and organization. This shows that textile industry of Pakistan has little attention on the employee satisfaction to increase their organizational performance. Moreover, the customer satisfaction (CS) also had a direct positive and significant relationship with the organizational performance. Moreover, the indirect effect of the study has shown that leadership is significantly and positively moderates among both of exogenous variables and endogenous variable. These findings indicate that in the textile companies, the leader has a greater attention on the customer orientation, customer satisfaction, employee satisfaction to increase the organization performance. Therefore, these findings show that leadership is considered to important factor in their relationship. Based on these findings, there are some implications of the study. The study could be help to owners of the business to know about the importance of good leadership to increase their organizational performance. The current study also has some limitations that could provide help in for future research. Firstly, the current study is limited on one industry, in this regards, the generalizability of the study is limited. To increase the generalizability of the study, a future research could be conducted on more sectors. Secondly, the study was limited on moderating effect, there are several other variables which could also affect to their relationship, therefore, a future research could be develop along with the mediating variable. Thirdly, the current study is cross sectional in which the collection of the data is one time, therefore, a future research could be establishing on longitudinal data.

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