

Master of Risk Management

College of Management, Midocean University

Topic: Risks of The Impact of Leadership Style on Job
Performance and Organizational Commitment –
Mediating Role of Employee Job Satisfaction

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Introduction

Effective leadership is a critical component in shaping organizational success and driving overall performance. Leaders play a pivotal role in influencing organizational culture, guiding strategic decisions, and motivating employees to achieve common goals. According to Northouse (2018), leadership is not just about the position held but involves the ability to inspire and influence others towards achieving set objectives. The impact of leadership extends beyond immediate tasks; it shapes the organizational environment and employee behavior, thereby affecting performance outcomes (Goleman, 2000). Different leadership styles—such as transformational, transactional, and charismatic leadership—have unique effects on employee engagement and organizational commitment. Transformational leaders inspire and motivate employees to exceed their self-interests for the sake of the organization, fostering an environment of trust and collaboration (Bass & Avolio, 1994). In contrast, transactional leaders focus on structured tasks and rewards, using a system of exchanges to achieve compliance (Burns, 1978). Charismatic leadership, characterized by the leader's ability to generate enthusiasm and commitment, can lead to high levels of employee motivation but may also create dependency on the leader (Conger & Kanungo, 1998). The relationship between leadership styles and employee performance is complex and multifaceted. Research indicates that effective leadership can enhance job satisfaction, which in turn influences organizational commitment and performance (Judge & Piccolo, 2004). Employee job satisfaction is defined as the degree to which individuals feel positively or negatively about their jobs. It is a crucial factor as it fosters a sense of belonging and connection to the workplace, ultimately leading to increased productivity (Locke, 1976; Al-Yahyaee, 2021). Furthermore, the interplay between leadership styles and human resource capabilities is essential for optimizing organizational performance. By aligning leadership practices with HR strategies, organizations can enhance employee engagement and drive sustainable growth (Sofi & Devanadhen, 2015). Understanding the dynamics of these relationships allows organizations to implement effective strategies that promote a positive workplace culture and improve overall performance. Effective leadership is a cornerstone of organizational success, influencing not only the culture and operations within an organization but also the motivation and performance of its employees. Leadership styles—ranging from transformational and transactional to autocratic and democratic—play a pivotal role in shaping organizational outcomes (Northouse, 2018). Transformational leaders inspire and motivate employees to exceed their own interests for the sake of the organization, fostering an environment of trust and innovation (Bass & Avolio, 1994). In contrast, transactional leaders focus on structured tasks and rewards, emphasizing compliance and performance standards (Burns, 1978). Research indicates that different leadership styles can significantly impact job performance, employee satisfaction, and overall organizational commitment. For instance, transformational leadership has been linked to higher employee engagement and job satisfaction, which in turn enhances organizational commitment (Judge & Piccolo, 2004). Conversely, transactional leadership may yield short-term compliance but often fails to cultivate long-term commitment and innovation (Sofi & Devanadhen,

2015). The significance of job satisfaction cannot be overstated, as it is closely tied to employee retention, productivity, and organizational performance. According to Locke (1976), job satisfaction is a multifaceted construct that encompasses various aspects of work, including the nature of the job, working conditions, and interpersonal relationships. Furthermore, studies have shown that higher levels of job satisfaction correlate with increased organizational commitment and reduced turnover (Meyer & Allen, 1991). This study aims to investigate the risks associated with different leadership styles on job performance and organizational commitment, with a particular focus on the mediating role of employee job satisfaction. By exploring these relationships, we seek to provide actionable insights for organizations aiming to optimize their leadership practices and enhance employee satisfaction. Also intends to bridge the gap in understanding how leadership styles influence employee outcomes and organizational effectiveness, emphasizing the mediating role of job satisfaction. By aligning leadership practices with employee expectations and organizational goals, organizations can foster a more engaged and committed workforce, ultimately driving sustainable growth in today's competitive landscape.

Study Problem

In today's dynamic organizational environments, effective leadership is critical for achieving high levels of job performance and organizational commitment. However, the relationship between different leadership styles and their impact on these outcomes remains complex and underexplored. While some studies suggest that transformational leadership fosters employee engagement and satisfaction (Bass & Avolio, 1994; Judge & Piccolo, 2004), others indicate that transactional leadership may also play a significant role in enhancing job performance through structured rewards and punishments (Longe, 2014). Despite the existing literature, there is a gap in understanding how various leadership styles specifically influence employee job satisfaction and, in turn, how this satisfaction mediates the relationship between leadership and organizational outcomes. For instance, while charismatic leadership is often associated with high employee motivation and performance (Conger et al., 1997), it can also lead to dependency on the leader and may not foster long-term organizational commitment (Germano, 2010).

Thus, this study seeks to address the following questions:

1. How do different leadership styles (transformational, transactional, charismatic) directly affect employee job performance and organizational commitment?
2. What role does employee job satisfaction play as a mediator in the relationship between leadership styles and organizational outcomes?

By investigating these questions, this research aims to provide valuable insights that can help organizations develop effective leadership practices that enhance employee satisfaction and overall performance.

Important of the Study

1. **Enhancing Organizational Performance:** Understanding the impact of different leadership styles on job performance can help organizations identify effective practices that enhance overall productivity. Effective leadership is critical in driving organizational success and achieving strategic goals.
2. **Employee Engagement and Satisfaction:** This study emphasizes the mediating role of employee job satisfaction, which is essential for fostering a motivated workforce. By identifying how leadership styles influence job satisfaction, organizations can implement strategies that improve employee morale and retention.
3. **Strategic Human Resource Management:** The findings can provide insights for human resource practitioners in aligning leadership development programs with organizational objectives. Understanding the interplay between leadership and HR capabilities can lead to more effective talent management strategies.
4. **Practical Implications for Leadership Development:** The study offers actionable recommendations for leaders at various organizational levels. By recognizing which leadership styles positively affect employee performance and satisfaction, organizations can tailor their leadership training programs to cultivate desirable traits and behaviors.
5. **Contribution to Academic Literature:** This research contributes to the existing body of knowledge on leadership and organizational behavior. By examining the relationships among leadership styles, job satisfaction, and performance, the study addresses gaps in the literature and provides a foundation for future research.
6. **Implications for Organizational Culture:** Understanding the role of leadership in shaping organizational culture is vital. Effective leadership can create a supportive organizational climate that encourages innovation and collaboration, ultimately leading to improved performance outcomes.

Study Questions

- **Leadership Styles and Performance:**
 - How do different leadership styles (transformational, transactional, charismatic, etc.) affect employee job performance within organizations?
 - What specific leadership behaviors are most strongly correlated with high levels of employee engagement and productivity?
- **Employee Job Satisfaction:**

- In what ways does employee job satisfaction mediate the relationship between leadership styles and job performance?

- How do variations in job satisfaction levels influence employees' organizational commitment?

- Impact of Human Resource Capabilities:

- What role do human resource management practices play in enhancing the effectiveness of different leadership styles?

- How can HR capabilities be aligned with leadership practices to optimize employee satisfaction and performance?

- Comparative Analysis:

- How do the effects of transformational leadership compare with those of transactional leadership on employee outcomes?

- Are there significant differences in employee satisfaction and performance across organizations led by different leadership styles?

- Organizational Commitment:

- How does leadership style influence the overall organizational commitment of employees?

- What factors contribute to the development of organizational commitment in relation to the leadership approach adopted by management?

- Cultural Considerations:

- How do cultural factors influence the effectiveness of various leadership styles in enhancing job performance and satisfaction?

- In what ways do organizational culture and leadership styles interact to affect employee outcomes?

- Empirical Validation:

- How can the proposed research model be empirically validated through quantitative methods?

- What statistical techniques are most effective for analyzing the relationships among leadership styles, job satisfaction, and performance?

These study questions aim to explore the complex relationships among leadership styles, employee satisfaction, and organizational performance. They can serve as a foundation for your research design and methodology, helping to focus your data collection and analysis efforts. Feel free to modify or expand upon these questions to suit your specific research objectives.

Review of Literature

In recent years, many scholars consider leadership style as an important factor influencing all the affairs of an organization. This is especially true in SMEs, where leadership styles are substantially dependent on the working environment and the ability to work (Franco & Matos, 2015). There is a considerable impact of the leadership styles on organizational performance. The leadership style influences the culture of the organization which, in turn, influences the organizational performance. Klien et al (2013) proved this fact by using four factor theory of leadership along with the data collected from 2,662 employees working in 311 organizations. The organizational culture and performance are related to the type of leadership style (Klein, et al., 2013).

Charismatic Leadership

Charismatic leadership is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is considered to be motivational for the employees. But the major drawback of this style of leadership is that the followers are totally dependent on the leader and once the leader leaves the organization, they become direction-less. The problem worsens as charismatic leaders do not train their subordinates to act as their replacements in the future. This leadership style results in “happy followers, but few future leaders”. Thus, it can have a long -term negative effect on the organizational performance (Germano, 2010). (Ojukuku et al (2012) also stated similar results through their research. They conducted a quantitative research on the employees of twenty banks based in Nigeria through a survey questionnaire. The findings of their research suggested that the charismatic leadership bears a negative relationship with the organizational leadership. It does not motivate and induce the employees enough to retrieve the expected performances out of them. Originally derived from the Greek word charisma meaning “a divinely inspired gift,” charismatic leaders inspire followers by formulating and articulating an inspiring vision and by engaging in behaviors that suggest that they are extraordinary (Conger et al., 1997). Charisma is attributed to leaders who create a vision of a more promising future, engage in unconventional behaviors, make self-sacrifices, take personal risks, and act confidently in most situations (Conger and Kanungo, 1987). As such, followers of charismatic leaders obey requests from the leader, are emotionally involved in the leader’s mission and feel affection toward the leader (Yukl, 2006). Shamir (1992, 1995) suggests that people who follow from a distance also attribute charismatic qualities to leaders based on performance cues and shared stereotypes. Research in organizational settings has shown that charismatic leadership is positively related to employee performance, job satisfaction, and organizational commitment (Judge and Piccolo, 2004).

Hypothesis 1: Charismatic leadership influences employee motivation

Transactional Leadership

In transactional leadership, in comparison, "transaction" means exchange; hence, transactional leadership deals with the exchange between the leaders and their subordinates. It is the leadership style that focuses on the leader-follower exchanges relationship, and followers are expected to carry out their duty and perform according to their leader's given instructions. (Al-Maaitah et al., 2021; Puni et al., 2014). Actually, a transactional leader performs in a mediocre way when transacting with subordinates, prefers to delay decision-making and avoids interfering until something has happened. They believe in having the right to punish their followers if their work doesn't meet an appropriate standard (Khan et al., 2016). A leader is known as a transactional leader if he/she is always willing to give something in return (Uchenwamgbe, 2013). This can include a number of things like promotion, pay raise, performance reviews, new responsibilities etc. The major problem with this type of leadership is the expectation. Hence, transactional leadership can be defined as the exchange of targets and rewards between the management and the employees (Ojokuku, et al., 2012). The study by Longe (2014) revealed that transactional leadership style has a positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and also articulates the compelling vision that enhances the overall organizational performance (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization. Based on the discussion the following hypothesis is proposed.

Hypothesis H2: Transactional leadership influences Employee job satisfaction

Transformational Leadership

It is the leadership approach in which the leaders inspire their followers and transfer their attributes to the followers in such a way that they develop a sense of identity and responsibility towards the goals and the organization (Anderson, 2022; Northouse, 2016). According to Jdetawy (2018) and Khan et al. (2016), transformational leadership is a process of changing and transforming people, whereby the followers feel respect, loyalty, trust, and appreciation towards the leaders, and the followers are willingly motivated to do more than they expected. In fact, transformational leadership creates an appropriate working environment for employees who seek to engage themselves in innovative work behaviors, especially those behaviors that are complicated due to the uncertainty of success (Masood & Afsar, 2017). A transformational leader acts as a bridge between leaders and followers to build a clear understanding of the followers' needs, interests, values, and motivational levels. (Md Manir Hossin, Md Imran Hossin, 2023). As a result, the followers' commitment, support, and loyalty to the leadership increase, and they make extra efforts to maintain their consensus, leadership, and self-efficacy. (Md Manir Hossin, Md Imran Hossin, 2023). Bass and Avolio (1994) stated that transformational leadership demonstrates the superior leadership performance. The transformational leadership, according to Bass and Avolio (1994), occurs when the leaders broaden or elevate the interest of the employees. The transformational leaders are the ones who encourage the employees to look beyond their self-interest. The transformational leaders are effective because of several reasons such as the leaders may be charismatic in terms of inspiring the employees, the transformational leaders may meet the emotional need of the employees or they may stimulate the employees intellectually (Bass & Avolio, 1994). (Wang et al, 2011) found out that the transformational leadership and individual-level follower performance are positively linked. Further, the study also indicated that transformational leadership and performance of teams at organizational level are associated positively. Xu and Wang (2010) stated that performance is the function of skills, abilities, knowledge and motivation which is directed towards a prescribed behavior. The study conducted by the above mentioned authors indicated that transformational leadership enhances the overall development of the followers. The followers of transformational leadership associate with a self-defining and satisfying relationship with an individual or group. The idealized and behavioral charisma of the transformational leaders motivates the followers to identify with the leader (Jyoti & Bhau,

2015). The personalized relationship developed by a transformational leader develops an environment in which the employees feel happy and hence, their overall performance is improved. Hence, it can be said that transformational leadership and organizational performance are positively associated (Jyoti & Bhau, 2015). Sofi and Devanadhen (2015) stated that the transformational leadership has a significant impact on the performance of the organization. They conducted the research on the banking organizations with the help of statistical tools such as SEM and SPSS and reached to the above conclusion that transformational leadership has a direct positive impact on the organization's performance. Based on the discussion the following hypothesis is proposed.

Hypothesis H3: Transformation leadership influences employee job satisfaction

Employee Job Satisfaction

Employee work is the emotions workers have towards what they do, and different facets of their jobs are referred to as their level of pleasure. (Locke, 1969; Mesfin, 2020). It is the extent to which an employee enjoys (satisfies) or dislikes (dissatisfies) their job (Smith, 1969; Alrwili, 2022). Employee job satisfaction is vital because it fosters a sense of connection to the workplace and fosters a productive environment (Al Yahyaee, 2021). The vision of job satisfaction from the summary of the ancient view, Holland (1989) cautioned that the satisfaction of an employee relative to specific job results from fulfilling various motivational requirements. Madlock's (2008) study shows a statistically significant relationship between managers' ability to communicate once and for all works satisfaction in the organization. At public universities, much study has been done on outcomes, showing there may be a link between the manner of a leader with employees' job happiness. It is a multiple connection (Nam & Park, 2019). Additionally, leadership philosophies significantly influence organizational and social behaviors and the level of work satisfaction among employees (Jabbar, 2020). (Abdul Mutalib, et al 2023). Conger and Kanungo (1988, 1987 and 1992) proposed a behavioral-based model that showed the dimensions of charismatic leadership within an organization. This model leads to charismatic leadership which depends on the followers' insight for their leader's behaviors. Such leaders might be different from the rest on the basis of formulation, attitudes, and action that promotes the impression. This model further projected a number of distinctive components of behavior in three diverse steps of the leadership progression. According to some practical pieces of evidence, charismatic leaders are analyzed by their bosses as upbeat business personality which is positively connected with the supervisors' ratings of charismatic leadership. They are positively related to the significant achievements of the participants. According to Schien (2004), such leaders are principally responsible for the communication of direction and meaning among employees. Charismatic leadership has significant positive effect on both job satisfaction and organizational commitment. It is concluded from empirical evidence that charismatic leaders are viewed as higher performers as compare to less charismatic leaders because they have significant impact on job satisfaction and organizational commitment. (Samreen et al 2021). Transactional leadership is also termed an Authoritative leadership style. Exchange theory is concerned with transactional leadership through which leaders and followers determine the objectives and process of achieving the goals through the

exchange of reward and the utilization of coercive measures to achieve organizational performance by the efforts of subordinates to follow the rules and regulations (Bass, 1985). This Leadership approach is based on reward and punishment. If the subordinates complete their task on time, they will receive rewards and punishment if they fail to complete the task (Naidu and Vander Walt. 2015). If the followers follow directions, positive appreciation is provided; if instructions are ignored, negative compensation will be received (Yahya and Ebrahim, 2016). Transactional Leadership maintains consistency by openly defining opportunities and allowing performance to attain these standards, which recover the productivity and confidence of employees (Daft & Lane, 2005). Albeit Epitropaki and Martin (2005) recommend, contrasted with the change management method, the transactional leadership approach has offered greater fulfillment and organizational credibility. (Abdul Mutalib, et al 2023). However, according to Boerner, Eisenbeiss, and Griesser (2007), the transactional leadership style offers more significant opportunities for staff members, achievement, including creativity. (Abdul Mutalib, et al 2023). Transformational leadership indicates a leader who strives to alter personnel to develop them into leaders; it promotes valuable and beneficial change in followers (Al Yahyae, 2021). Transformational leaders focus on "altering" individuals to superior levels of job performance - encouraging, inspiring, and motivating employees to perform in ways that produce real change for themselves as well as the productivity of the organization (Jameel, 2019). Emery and Barker (2007) evaluate the affiliation of transformational leadership style and job satisfaction; results reveal that rising job satisfaction has been observed in employees under the supervision of transformational leadership style, as compared with the relation of intellectual stimulation and charisma modified accurately. Transformational leaders motivate their followers and build more satisfaction, trust and assurance through their actual communication; from this evidence, how happiness at work and transformative leadership related are investigated by researchers eagerly (Yang, 2016; Abelha et al., 2018). (Abdul Mutalib, et al 2023). Bass (1997) argued that transformational leaders work with workers to address their fundamental needs and inspire them to advance toward a specific destination.

Hypothesis4: Employee job satisfaction influences job performance

Hypothesis5: Employee job satisfaction influences organizational commitment

Objective of the Study

- To Investigate Leadership Styles:

Assess the relationship between different leadership styles (e.g., transformational, transactional) and organizational performance metrics.

Explore how specific leadership orientations influence employee engagement, motivation, and overall effectiveness.

- To Examine HR Capabilities:

Determine the effect of human resource capabilities (e.g., talent development, performance management) on organizational outcomes.

Investigate how HR practices contribute to employee satisfaction, retention, and productivity.

- To Recommend Strategies:

Based on empirical findings, provide evidence-based recommendations for optimizing leadership practices and aligning them with HR capabilities.

Propose actionable steps for enhancing organizational performance through effective leadership and HR management.

The primary objective of this study is to investigate the relationship between leadership styles, employee job satisfaction, job performance, and organizational commitment within organizations. The specific objectives include:

- To Investigate Leadership Styles:

Assess the relationship between various leadership styles (transformational, transactional, charismatic, etc.) and organizational performance metrics.

Explore how specific leadership orientations influence employee engagement, motivation, and overall effectiveness.

- To Examine Human Resource Capabilities:

Determine the effect of human resource capabilities (e.g., talent development, performance management) on organizational outcomes.

Investigate how HR practices contribute to employee satisfaction, retention, and productivity.

- To Analyze Employee Job Satisfaction:

Examine the role of employee job satisfaction as a mediating factor between leadership styles and job performance.

Assess how job satisfaction influences employees' commitment to the organization and their overall job performance.

- To Recommend Strategies for Improvement:

Based on empirical findings, provide evidence-based recommendations for optimizing leadership practices and aligning them with HR capabilities.

Propose actionable steps for enhancing organizational performance through effective leadership and HR management strategies.

- To Contribute to Academic Knowledge:

Expand the existing literature on leadership and organizational behavior by providing insights into the interplay between leadership styles, employee satisfaction, and performance metrics.

Identify gaps in the current research and suggest areas for future studies.

- To Develop a Conceptual Framework:

Create a research model that visually represents the relationships among leadership styles, employee job satisfaction, and organizational performance outcomes.

Validate the proposed model through quantitative research methodologies.

Importance of Achieving These Objectives

Achieving these objectives will not only enhance the understanding of how leadership impacts organizational dynamics but also provide practical insights for leaders and HR professionals to foster a more engaged and productive workforce. By focusing on the interplay between these elements, the study aims to contribute to both academic knowledge and practical applications in organizational settings.

Proposed Research Framework/Research Model

Develop a conceptual model that visually represents the interplay between leadership styles, HR capabilities, and performance. Consider including constructs such as:

- Leadership style dimensions (independent variables).
- Employee job satisfaction (mediating variables).
- Job performance and organizational commitment (dependent variables).

Methodology

Quantitative Research: Conduct surveys or questionnaires to collect data on leadership styles, HR practices, and performance metrics.

Sampling: Define your target population and sampling strategy.

Data Analysis: Use statistical techniques (e.g., regression analysis, structural equation modeling) to test hypotheses.

Model

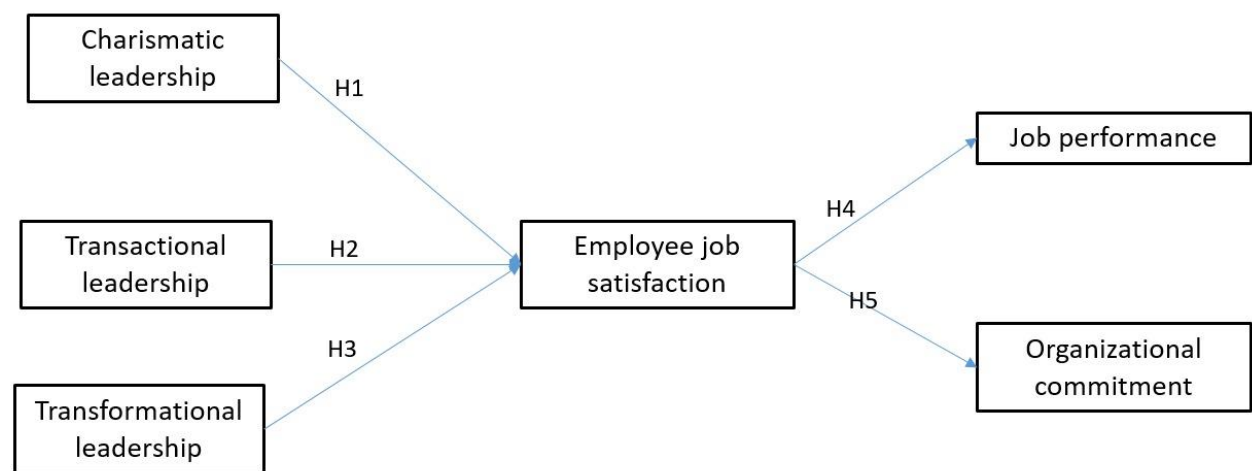


Figure 1: Proposed research framework

Questionnaire

<u>Variables</u>	<u>Statements</u>
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Charismatic leadership (Wang et al., 2010)	CL1: My supervisor would tell me my job performance. CL2: My supervisor will help me build self-confidence, and the complete tasks to achieve departmental objectives. CL3: My supervisor will take the initiative to find the crux of the problem and take effective action to supervise me. CL4: My supervisor will provide a new thinking approach for my difficult problem. CL5: My supervisor will agree with me that if I want to get paid, then I should do something. CL6: I am aware that once the task is done, I can expect what reward it will be. CL7: My supervisor will inspire me with new ways to think about old problems
Transactional leadership (Wang et al., 2010)	TL1: Unless the target cannot be reached, my supervisor does take actions TL2: Unless the problem gets worse, my supervisor interferes.
Transformational leadership (Wang et al., 2010)	TFL1: To work with my supervisor makes me feel good. TFL2: My supervisor inspires me to rethink the key points of the past smooth operation.
Organizational Commitment Chiang and Jang (2008)	OC1 I feel myself to be part of this organization. OC2 I am willing to achieve this organization's goals and values. OC3 Overall, I am willing to continue work at this organization.
Job Performance Tuuli and Rowlinson (2009)	JP1 I adequately complete assigned duties. JP2 I fulfill responsibilities specified in my job description. JP3 I perform tasks that are expected of me. JP4 I meet the formal performance requirements of my job. JP5 I do things that will directly affect my performance appraisal. JP6 I neglect aspects of the job I am obliged to perform.
Job Satisfaction Chiang and Jang (2008)	JS1: I am satisfied with my job. JS2: I am satisfied with the empowerment of my job. JS3: Overall, I am happy for working at this organization.

Fields of Study

1. Leadership Studies:

This field examines various leadership theories and styles, including transformational, transactional, charismatic, autocratic, and democratic leadership. Research explores how these styles influence team dynamics, decision-making processes, and organizational culture.

2. Organizational Behavior:

Organizational behavior focuses on the interactions between individuals and groups within an organization. It studies how leadership affects employee motivation, performance, and job satisfaction, as well as the overall climate and culture of the workplace.

3. Human Resource Management (HRM):

HRM involves the strategies and practices used to manage an organization's workforce. This field addresses how effective HR practices can enhance employee satisfaction and retention, as well as how leadership styles impact HR outcomes such as talent development and performance management.

4. Job Satisfaction and Employee Engagement:

This area investigates the factors that contribute to employee satisfaction and engagement. It examines how job satisfaction mediates the relationship between leadership styles and performance, as well as its influence on organizational commitment.

5. Performance Management:

Performance management encompasses the processes used to evaluate and enhance employee performance. This field looks at how different leadership approaches affect performance metrics and the alignment of individual goals with organizational objectives.

6. Organizational Development:

Organizational development focuses on the strategies and interventions aimed at improving an organization's effectiveness and health. It includes the study of change management, team building, and leadership development initiatives.

7. Industrial and Organizational Psychology:

This field applies psychological principles to understand workplace behavior. Research in this area explores the impact of leadership on employee attitudes, behaviors, and job performance, as well as the psychological factors influencing job satisfaction.

8. Cultural Studies in Organizations:

This area examines how organizational culture influences leadership effectiveness and employee behavior. It investigates the interplay between cultural values, leadership styles, and employee engagement in diverse organizational settings.

9. Quantitative Research Methodology:

This field focuses on the statistical techniques and methods used to collect and analyze data in social sciences. It emphasizes the importance of empirical research in validating theoretical models and understanding complex relationships within organizations.

These fields of study provide a comprehensive framework for understanding the intricate relationships between leadership styles, employee satisfaction, and organizational performance. By integrating insights from these areas, your research can contribute to a holistic understanding of how effective leadership can drive organizational success. Feel free to adjust or expand on these fields to align with your specific research focus.

Results and Analysis

This section presents the findings of the study and provides an in-depth analysis of the data. It discusses the results in relation to the research objectives and hypotheses, highlighting any significant relationships or patterns identified.

Discussion

Discussing the impact of different leadership styles on performance. Highlight the role of HR capabilities in moderating or mediating these effects.

Conclusion

Understanding the interplay between leadership orientation and human resource capabilities is crucial. By leveraging effective leadership styles, organizations can optimize performance and adapt to dynamic environments

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Appendix

The appendix includes additional materials that support the research, such as the questionnaire used for data collection and individual contributions made by the researchers.