

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 Among
Employees in Saudi Arabia

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Abstract

This study aims to explore the impact of leadership styles on job performance and organizational commitment, focusing on the mediating role of employee job satisfaction. Additionally, it seeks to investigate the relationship between different leadership styles, such as charismatic, transformational, and transactional leadership, and their effect on organizational performance metrics and employee commitment. Furthermore, the study examines the role of human resource capabilities, including talent development and performance management, in moderating or mediating the effects of leadership styles on organizational outcomes.

The methodology of the study involves quantitative research, utilizing surveys or questionnaires to gather data on leadership styles, HR practices, and performance metrics.

The findings of the study reveal the varying impact of charismatic, transformational, and transactional leadership styles on job success, company loyalty, and employee satisfaction. While charismatic leadership inspires employees through a compelling vision, it may lead to dependency on the leader. Conversely, transformational leadership fosters trust, respect, and intellectual stimulation, resulting in improved job satisfaction and commitment.

Moreover, the study underscores the importance of human resource capabilities in moderating and mediating the effects of leadership styles. Practices such as talent development and performance management enhance the positive impact of transformational and charismatic leadership, while strategic alignment with HR enhances the effectiveness of transformational leadership in maintaining an energized workforce. Additionally, HR practices like equity and transparen

الخلاصة

تهدف هذه الدراسة إلى استكشاف تأثير أنماط القيادة على أداء العمل والالتزام التنظيمي، مع التركيز على الدور الوسيط لرضا الموظفين على الوظيفة. وتهدف أيضًا إلى استكشاف العلاقة بين أنماط القيادة المختلفة، مثل القيادة الساحرة، والقيادة التحويلية، والقيادة الانتقالية، وتأثيرها على مقاييس الأداء التنظيمي والالتزام التنظيمي للموظفين. بالإضافة إلى ذلك، تدرس الدراسة دور القدرات الموارد البشرية، بما في ذلك تطوير المواهب وإدارة الأداء، في تحكم أو توسط تأثيرات أنماط القيادة على النتائج التنظيمية.

وتتمثل منهجية الدراسة في البحث الكمي، باستخدام استطلاعات أو استبيانات لجمع البيانات حول أنماط القيادة وممارسات الموارد البشرية ومقاييس الأداء.

وتوصلت نتائج الدراسة إلى التأثير المتباين لأنماط القيادة الساحرة والتحويلية والانتقالية على نجاح العمل والولاء للشركة ورضا الموظفين. حيث تحفز القيادة الساحرة الموظفين من خلال رؤية ملهمة ولكن قد تؤدي إلى الاعتماد على القائد. وتقدم القيادة التحويلية هينة للثقة والاحترام والتحفيز الفكري، مما يؤدي إلى تحسين رضا الوظيفة والالتزام.

كما تؤكد الدراسة على أهمية القدرات الموارد البشرية في تحكم وتوسط تأثيرات أنماط القيادة. حيث تعزز ممارسات تطوير المواهب وإدارة الأداء التأثيرات الإيجابية للقيادة التحويلية والساحرة، في حين أن التوجيه الاستراتيجي مع الموارد البشرية يعزز فعالية القيادة التحويلية في الحفاظ على قوة العمل المنشطة. بالإضافة إلى ذلك، تساهم ممارسات الموارد البشرية مثل العدالة والشفافية في أنظمة المكافآت في رضا واستمرارية الموظفين.

وتوصيات الدراسة ضرورة أن تشمل تعزيز اختيار القيادة وتنفيذه لزيادة أداء العمل والالتزام التنظيمي، مع ضمان التوافق مع استراتيجيات الموارد البشرية.

Chapter One

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.

Chapter Two

Review of Literature

A thorough review of the literature highlights several significant findings regarding the relationship between leadership styles and employee outcomes. Key studies include:

Transformational Leadership: Research consistently shows that transformational leadership is positively correlated with increased employee engagement and organizational commitment (Bass & Avolio, 1994). Transformational leaders create an environment that encourages innovation, leading to higher job satisfaction and performance.

Transactional Leadership: While effective for achieving short-term objectives, studies indicate that transactional leadership may not foster long-term commitment or creativity among employees (Sofi & Devanadhen, 2015). This style often results in a focus on compliance rather than engagement.

Charismatic Leadership: Although charismatic leadership can significantly enhance motivation and performance, it may also result in dependency on the leader, which can hinder organizational resilience (Germano, 2010). Research suggests that while charismatic leaders can inspire high levels of motivation, their absence can create a leadership void.

Charismatic Leadership

Charismatic leadership is closely related to transformational leadership but emphasizes the leader's personal charm and persuasive communication skills. Charismatic leaders inspire and energize followers through their vision and personal appeal.

This style is often associated with transformational leadership due to its focus on inspiring and motivating followers.

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).

Charismatic leadership is a compelling style that has attracted substantial attention in organizational behavior literature. Defined by its ability to inspire and energize followers, charismatic leadership is characterized by leaders who possess a strong vision, exceptional communication skills, and an innate ability to foster emotional connections with their team members (Conger & Kanungo, 1987). This leadership style has been linked to various positive organizational outcomes, including increased employee motivation, higher levels of job satisfaction, and enhanced organizational commitment.

Theoretical Foundations

Charismatic leadership is grounded in several theoretical frameworks, most notably:

1. **Weber's Theory of Charismatic Authority:** Max Weber (1947) introduced the concept of charismatic authority, describing leaders who possess extraordinary personal qualities that inspire devotion and allegiance from followers. Weber argued that charismatic leaders can mobilize people toward a shared vision, often during times of crisis or change.
2. **Transformational Leadership Theory:** Although distinct, charismatic leadership is closely related to transformational leadership. Bass (1985) expanded on Weber's ideas, positing that transformational leaders inspire followers to exceed their own self-interests for the sake of the organization. Charismatic leaders are often seen as transformational due to their ability to articulate a compelling vision and motivate followers emotionally.
3. **Social Exchange Theory:** This theory posits that relationships are formed based on perceived benefits and costs. Charismatic leaders create strong emotional bonds with their followers, leading to perceived benefits such as recognition, support, and empowerment (Blau, 1964). This exchange enhances loyalty and commitment among employees.

Empirical Evidence

Numerous studies have examined the impact of charismatic leadership on various organizational outcomes:

1. **Employee Performance:** Research by Judge and Bono (2001) found that charismatic leadership positively correlates with employee performance,

particularly in contexts requiring creativity and innovation. Charismatic leaders inspire followers to take risks and engage in problem-solving, which enhances overall performance.

2. **Organizational Citizenship Behavior (OCB):** Charismatic leaders foster a culture of OCB, where employees voluntarily engage in behaviors that benefit the organization beyond their formal job requirements (Podsakoff et al., 2000). This behavior is often a result of the strong emotional connection employees feel toward their charismatic leaders.
3. **Change Management:** Charismatic leadership has been identified as crucial in facilitating organizational change. Studies indicate that charismatic leaders effectively communicate the need for change and inspire employees to embrace new initiatives (Sofi & Devanadhen, 2015). Their ability to create a compelling narrative around change helps mitigate resistance and fosters a proactive culture.

Contextual Factors Influencing Charismatic Leadership

The effectiveness of charismatic leadership can vary based on contextual factors:

1. **Cultural Context:** The impact of charismatic leadership may differ across cultures. For example, research suggests that charismatic leadership is more effective in collectivist cultures, where group cohesion and emotional bonds are highly valued (House et al., 2004). In contrast, in individualistic cultures, the focus may be more on personal achievements and autonomy.
2. **Organizational Climate:** The organizational climate can influence how charismatic leadership is perceived and enacted. In supportive climates, charismatic leaders may thrive and inspire higher levels of engagement. However, in rigid or bureaucratic environments, their influence may be limited (Germano, 2010).
3. **Follower Characteristics:** The effectiveness of charismatic leadership also depends on follower characteristics, such as their need for affiliation and intrinsic motivation. Employees who seek strong emotional connections with their leaders are more likely to respond positively to charismatic leadership (Shamir et al., 1993).

Challenges and Critiques

Despite its advantages, charismatic leadership faces several critiques and challenges:

1. **Short-Term Focus:** Critics argue that charismatic leadership may prioritize short-term gains over sustainable organizational practices. Leaders may become so focused on their vision that they neglect other critical areas, such as operational efficiency and employee development (Bass, 1990).
2. **Potential for Disillusionment:** The reliance on charismatic leaders can lead to disillusionment when leaders fail to deliver on their promises or when they leave the organization. This disillusionment can result in decreased morale and increased turnover (Ojukuku et al., 2012).
3. **Groupthink:** Charismatic leaders may inadvertently promote groupthink, where team members prioritize consensus and harmony over critical evaluation of ideas.

This can stifle creativity and innovation, leading to poor decision-making (Janis, 1982).

4. **Ethical Concerns:** The emotional influence of charismatic leaders raises ethical questions. Leaders may manipulate followers' emotions to achieve personal or organizational goals, potentially leading to ethical dilemmas and a lack of integrity within the organization (Conger & Kanungo, 1988).

Practical Implications for Organizations

Organizations can maximize the benefits of charismatic leadership while mitigating its drawbacks through several strategies:

1. **Leadership Development Programs:** Implement training programs that emphasize both charismatic and ethical leadership qualities. This can help develop leaders who inspire while maintaining integrity and accountability.
2. **Feedback Mechanisms:** Establish feedback systems that allow employees to voice their concerns and provide input on leadership practices. This can help prevent the pitfalls of groupthink and ensure that diverse perspectives are considered in decision-making.
3. **Succession Planning:** Develop succession plans to prepare potential leaders to fill the void left by charismatic leaders. This ensures continuity and stability within the organization, reducing the risks associated with dependency on a single leader.
4. **Promoting a Culture of Empowerment:** Encourage a culture that empowers employees to take initiative and make decisions. By fostering autonomy, organizations can reduce reliance on charismatic leaders and promote a more sustainable leadership model.

Characteristics of Charismatic Leaders

Charismatic leaders typically exhibit several key characteristics that set them apart:

1. **Visionary Thinking:** Charismatic leaders articulate a compelling vision for the future, creating a sense of purpose that motivates employees to work toward shared goals (Bass, 1990). This visionary aspect helps align individual efforts with organizational objectives.
2. **Emotional Expressiveness:** Such leaders are often highly expressive and adept at communicating their enthusiasm and commitment. This emotional engagement fosters an environment where employees feel valued and empowered (Shamir, 1992).
3. **Personal Risk-Taking:** Charismatic leaders often demonstrate a willingness to take personal risks to achieve their vision, which can inspire followers to engage in similar behaviors (Conger et al., 1997).
4. **Strong Interpersonal Skills:** They possess excellent interpersonal skills, enabling them to build strong relationships with their team members. This connection fosters trust and loyalty, which are crucial for effective teamwork.

Positive Outcomes of Charismatic Leadership

Research has shown that charismatic leadership can lead to numerous positive outcomes for organizations:

1. **Increased Employee Motivation:** Charismatic leaders can significantly boost employee motivation by creating a sense of excitement and commitment to the organizational vision. This heightened motivation often translates into improved performance (Judge & Piccolo, 2004).
2. **Enhanced Job Satisfaction:** The emotional support and recognition provided by charismatic leaders contribute to higher levels of job satisfaction among employees. Studies indicate that employees under charismatic leaders report greater job fulfillment and a stronger sense of belonging within the organization (Germano, 2010).
3. **Higher Organizational Commitment:** Charismatic leadership fosters a deep emotional commitment to the organization, leading to lower turnover rates and greater employee loyalty. This commitment is often fueled by the personal connections established between leaders and their followers (Yukl, 2006).
4. **Facilitation of Change:** Charismatic leaders are often effective change agents due to their ability to communicate a compelling vision. They can mobilize employees to embrace new initiatives and adapt to changes in the organizational environment (Sofi & Devanadhen, 2015).

Potential Drawbacks of Charismatic Leadership

While the advantages of charismatic leadership are significant, scholars also caution against potential drawbacks:

1. **Dependency on the Leader:** One of the most notable risks associated with charismatic leadership is the potential for follower dependency. Employees may become overly reliant on their charismatic leader for direction and motivation, which can hinder their ability to act independently (Germano, 2010).
2. **Sustainability Issues:** Charismatic leaders often create a strong personal brand, which can lead to challenges in sustaining organizational performance in their absence. If a charismatic leader departs, the organization may struggle to maintain the same level of motivation and alignment among employees (Ojukuku et al., 2012).
3. **Potential for Manipulation:** The emotional influence that charismatic leaders wield can sometimes lead to manipulative behaviors, where leaders may prioritize personal goals over organizational well-being. This can create ethical dilemmas and diminish trust within the organization (Conger & Kanungo, 1988).
4. **Narrow Focus:** Charismatic leaders may become so focused on their vision that they overlook other critical aspects of organizational management, such as employee development and operational efficiency. This narrow focus can lead to imbalances and inefficiencies within the organization (Bass, 1990).

Implications for Organizations

To fully leverage the benefits of charismatic leadership while mitigating potential risks, organizations should consider several strategies:

1. **Leadership Development Programs:** Organizations can implement training programs that cultivate not only charismatic traits but also broader leadership competencies, ensuring that leaders can sustain organizational effectiveness in diverse situations.
2. **Succession Planning:** To address the risk of dependency, organizations should establish robust succession planning processes that prepare other leaders to step into roles vacated by charismatic leaders, thus ensuring continuity.
3. **Encouraging Employee Autonomy:** Fostering a culture that encourages employee autonomy can help mitigate dependency. Empowering employees to take initiative and make decisions can enhance their confidence and reduce reliance on charismatic leaders.
4. **Ethical Leadership Training:** Incorporating ethical considerations into leadership development can help prevent manipulative behaviors and promote a culture of trust and integrity within the organization.

Expand on findings related to the sustainability of charismatic leadership in the absence of the leader.

- Discuss real-life examples where charismatic leadership yielded both positive and negative outcomes.

Impact on Organizational Outcomes

Charismatic leadership can lead to high levels of employee engagement and commitment, as followers are drawn to the leader's vision and enthusiasm. This style can be particularly effective in times of change or crisis, where a strong, charismatic leader can rally support and drive organizational transformation.

However, the reliance on the leader's personal attributes can also pose risks if the leader's vision is not aligned with organizational goals or if the leader's influence wanes.

Hypothesis 1: Charismatic leadership influences employee motivation

Transactional Leadership

Transactional leadership focuses on the exchanges between leaders and followers, where compliance is achieved through rewards and punishments. This style is more task-oriented and is effective in achieving short-term goals and maintaining organizational stability. Transactional leaders provide clear structures and expectations, which can enhance task performance.

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.

Provide a critique of transactional leadership in knowledge-based industries where creativity and innovation are key.

- Highlight recent research that explores the balance between transactional and transformational leadership styles in hybrid organizations.

Theoretical Perspectives

1. **Behavioral Theories of Leadership:** Early leadership theories, such as the Ohio State and Michigan studies, identified specific behaviors associated with effective

leadership. Transactional leadership aligns with these theories by highlighting task-oriented behaviors that focus on structure and goal achievement (Northouse, 2018).

2. **Reinforcement Theory:** This psychological framework posits that behavior is shaped by its consequences. Transactional leadership relies on reinforcement mechanisms, where positive behaviors are rewarded, and negative behaviors are punished (Skinner, 1953). This approach is particularly effective in settings where performance can be easily measured.
3. **Path-Goal Theory:** Developed by House (1971), this theory suggests that leaders can enhance employee motivation by clarifying the path to goals and providing support. Transactional leaders, by setting clear expectations and rewards, help employees understand how to achieve their objectives, thereby facilitating motivation and performance.

Empirical Evidence

1. **Impact on Organizational Performance:** Research has consistently shown that transactional leadership can lead to improved organizational performance, particularly in stable environments. A meta-analysis by Judge and Piccolo (2004) highlighted that transactional leadership positively impacts performance in contexts where compliance with procedures is crucial.
2. **Job Satisfaction and Employee Retention:** While transactional leadership can drive performance, its impact on job satisfaction varies. Studies indicate that employees may experience lower job satisfaction due to the lack of intrinsic motivation and personal connection with their leaders (Deci et al., 1999). This can lead to higher turnover rates in organizations that rely solely on transactional practices.
3. **Effectiveness in Crisis Management:** Transactional leadership has been found effective in crisis situations where quick decision-making and adherence to protocols are necessary. Leaders can provide clear directions and maintain order, which is crucial in high-pressure environments (Sofi & Devanadhen, 2015).

Real-World Applications

1. **Manufacturing and Production:** Many manufacturing environments benefit from transactional leadership due to the need for efficiency and adherence to safety protocols. Leaders set clear performance benchmarks, and employees are rewarded for meeting production targets.
2. **Sales Organizations:** In sales settings, transactional leadership can drive performance through incentive-based compensation structures. Sales leaders often use transactional approaches to motivate employees, focusing on meeting sales quotas and providing bonuses for top performers.
3. **Public Sector and Military:** Transactional leadership is prevalent in public sector organizations and military settings, where strict adherence to rules and protocols is vital. Leaders provide clear instructions and rewards for compliance, ensuring operational effectiveness.

Advantages of Transactional Leadership

1. **Efficiency and Productivity:** The structured nature of transactional leadership promotes efficiency, as employees clearly understand their roles and the expectations placed upon them.
2. **Performance Monitoring:** Transactional leaders effectively monitor performance and can quickly identify and address issues. The focus on measurable outcomes allows for precise tracking of individual and team performance.
3. **Stability in Operations:** Organizations led by transactional leaders often experience stability, as the clear structure reduces ambiguity and helps maintain consistent performance.
4. **Clear Communication:** Transactional leaders emphasize clear communication regarding expectations and consequences, which can enhance understanding and reduce confusion among employees.

Disadvantages of Transactional Leadership

1. **Limited Employee Engagement:** Transactional leadership may lead to lower levels of employee engagement. Employees may feel that their contributions are undervalued beyond meeting basic expectations, leading to a lack of enthusiasm for their work.

2. **Resistance to Change:** Organizations that rely heavily on transactional leadership may struggle to implement change, as employees may be accustomed to following established procedures rather than exploring innovative solutions (Sofi & Devanadhen, 2015).
3. **Short-Term Focus:** The emphasis on immediate results can lead to a neglect of long-term strategic planning. Organizations may prioritize short-term gains over sustainable growth and development.
4. **Potential for Burnout:** The pressure to meet specific performance standards can lead to employee burnout, especially in high-stress environments where rewards are contingent on performance (Maslach et al., 2001).

Future Research Directions

1. **Longitudinal Studies:** Future research could explore the long-term impact of transactional leadership on employee outcomes and organizational effectiveness. Longitudinal studies would provide insights into how this leadership style influences engagement and retention over time.
2. **Cross-Cultural Studies:** Investigating the effectiveness of transactional leadership across different cultural contexts could reveal how cultural norms influence leadership practices and employee responses. Understanding these dynamics can help organizations tailor their leadership approaches to diverse environments.
3. **Integration with Transformational Leadership:** Further research could examine how organizations can effectively integrate transactional and transformational leadership styles. Identifying best practices for combining these approaches may enhance overall leadership effectiveness.
4. **Technology and Transactional Leadership:** As organizations increasingly adopt technology in their operations, research could explore how technology influences transactional leadership practices. Understanding the role of digital tools in performance monitoring and communication could provide valuable insights.
5. **Employee Perceptions and Experiences:** Exploring employees' perceptions of transactional leadership can help identify the factors that contribute to their job

satisfaction and engagement. Qualitative studies could provide rich insights into the employee experience under transactional leadership.

Transactional leadership is a widely studied approach that focuses on the exchange processes between leaders and followers. This leadership style is characterized by a clear structure, defined roles, and a system of rewards and punishments that guide employee behavior toward achieving specific organizational goals.

Characteristics of Transactional Leadership

1. **Contingent Reward:** Transactional leaders establish a clear set of expectations and provide rewards when those expectations are met. This can include bonuses, promotions, or other incentives for achieving performance targets (Bass, 1985).
2. **Management by Exception:** This aspect of transactional leadership involves monitoring employee performance and intervening only when standards are not met. Leaders may use corrective actions to address deviations from expected performance (Avolio & Bass, 1991).
3. **Structured Environment:** Transactional leaders create a structured environment with clear guidelines and procedures. This structure helps employees understand their roles and responsibilities, fostering a sense of security and stability.
4. **Focus on Short-Term Goals:** Transactional leadership often emphasizes short-term objectives and immediate results, prioritizing efficiency and productivity over long-term vision and innovation.

Empirical Evidence

Numerous studies have explored the impact of transactional leadership on various organizational outcomes:

1. **Employee Performance:** Research indicates that transactional leadership can enhance employee performance in settings where tasks are straightforward and require compliance with established procedures. For instance, studies by Judge and Piccolo (2004) found that transactional leadership positively affects performance, particularly in routine tasks that require adherence to specific standards.
2. **Job Satisfaction and Motivation:** While transactional leadership can lead to improved performance, its impact on job satisfaction and intrinsic motivation is

mixed. Some studies suggest that reliance on external rewards can diminish intrinsic motivation, leading to lower job satisfaction over time (Deci et al., 1999).

Employees may become motivated solely by rewards rather than a genuine interest in their work.

3. **Organizational Commitment:** Transactional leadership has been linked to lower levels of organizational commitment compared to transformational leadership. Research by Meyer and Allen (1991) indicates that while transactional leaders may achieve compliance, they often fail to cultivate a deep emotional commitment among employees.
4. **Adaptability to Change:** Transactional leadership may struggle in dynamic environments that require adaptability and innovation. Studies show that organizations led by transactional leaders might find it challenging to respond effectively to changing market conditions or disruptions (Sofi & Devanadhen, 2015).

Advantages of Transactional Leadership

1. **Clarity and Structure:** One of the primary advantages of transactional leadership is the clarity it provides. Employees understand what is expected of them, which can enhance efficiency and productivity in task-oriented settings.
2. **Performance Management:** The focus on measurable outcomes and accountability allows organizations to set clear performance standards and monitor progress effectively. This approach can be particularly beneficial in industries that require strict compliance with regulations (Longe, 2014).
3. **Stability:** Transactional leadership can foster a stable work environment where rules and procedures govern behavior. This stability can be advantageous in organizations that prioritize operational efficiency and consistency.
4. **Short-Term Success:** In scenarios where immediate results are critical, transactional leadership can drive performance and achieve short-term objectives effectively.

Disadvantages of Transactional Leadership

1. **Limited Innovation:** Transactional leadership often emphasizes adherence to existing procedures, which can stifle creativity and innovation. Employees may feel constrained by rigid structures and may be less likely to propose new ideas or solutions (Sofi & Devanadhen, 2015).
2. **Dependency on Rewards:** The reliance on external rewards can lead to a lack of intrinsic motivation. Employees may perform only to meet expectations and receive rewards, rather than out of a genuine interest in their work (Deci et al., 1999). This can result in disengagement and lower overall job satisfaction.
3. **Reactive Approach:** Transactional leaders often adopt a reactive rather than proactive approach, intervening only when performance standards are not met. This can lead to missed opportunities for improvement and growth, as leaders may not actively seek to develop their teams or foster a culture of continuous improvement.
4. **Potential for Burnout:** The pressure to meet specific performance targets can contribute to employee burnout. When rewards are tied to performance, employees may feel compelled to work excessively hard to achieve their goals, leading to stress and dissatisfaction (Maslach et al., 2001).

Contextual Factors Influencing Transactional Leadership

The effectiveness of transactional leadership can vary based on contextual factors:

1. **Organizational Culture:** In cultures that value hierarchy and structure, transactional leadership may be more effective. However, in organizations that prioritize innovation and collaboration, this style may be less suitable (Sofi & Devanadhen, 2015).
2. **Nature of the Work:** Transactional leadership tends to be more effective in environments where tasks are routine and well-defined. In contrast, roles that require creativity and adaptability may benefit more from transformational or charismatic leadership styles (Longe, 2014).
3. **Employee Characteristics:** The effectiveness of transactional leadership can also depend on employee characteristics. Individuals who thrive in structured environments may respond well to transactional leaders, while those who seek autonomy and creativity may struggle (Avolio & Bass, 1991).

Practical Implications for Organizations

To maximize the benefits of transactional leadership while addressing its limitations, organizations can consider several strategies:

1. **Balanced Leadership Approach:** Organizations can benefit from a balanced approach that incorporates both transactional and transformational leadership elements. This hybrid model allows leaders to provide structure while also inspiring and motivating employees.
2. **Recognition of Intrinsic Motivation:** To enhance job satisfaction, organizations should recognize and foster intrinsic motivation in employees. This can include opportunities for personal development and creating an environment that encourages autonomy.
3. **Performance Feedback:** Implementing regular performance feedback mechanisms can help transactional leaders provide constructive feedback and recognize employees' contributions beyond mere compliance with standards.
4. **Training and Development:** Investing in leadership training and development can help transactional leaders cultivate skills that enhance their ability to inspire and engage employees, moving beyond a purely transactional approach.

Impact on Organizational Outcomes

While transactional leadership is effective in ensuring task completion and maintaining order, it may not foster the same level of innovation and intrinsic motivation as transformational leadership. However, it has been found to have a positive impact on job performance, particularly in environments where routine and structure are valued. Transactional leadership can also complement transformational leadership by providing the necessary framework and discipline to achieve organizational objectives.

Hypothesis H2: Transactional leadership influences Employee job satisfaction

Transformational Leadership

Transformational leadership is characterized by leaders who inspire and motivate followers to exceed their own self-interests for the good of the organization. This style is associated

with four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration

. Transformational leaders are known to enhance employee intrinsic motivation, which in turn positively affects work performance and reduces burnout. This leadership style has been shown to have a significant positive relationship with work engagement and innovative work behavior.

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.

Include additional studies that highlight the success of transformational leadership in driving organizational innovation and adaptability.

- Discuss recent findings on how transformational leadership enhances employee well-being and mental health.

Empirical Studies and Findings

1. **Impact on Performance Metrics:** Numerous studies have demonstrated that transformational leadership positively affects various performance metrics. For instance, a study by Wang et al. (2011) found a significant correlation between transformational leadership and enhanced organizational performance in various sectors, including healthcare and education.
2. **Employee Well-Being:** Transformational leadership has been linked to improved employee well-being. Research by Liu et al. (2018) indicated that employees reporting to transformational leaders experience lower levels of stress and higher levels of job satisfaction, contributing to overall well-being.
3. **Change Implementation:** Transformational leaders are particularly effective during periods of organizational change. A study by Armenakis and Bedeian (1999) highlighted that transformational leadership plays a crucial role in facilitating successful change management by engaging employees and addressing their concerns.

4. **Diversity and Inclusion:** Transformational leadership fosters a culture of diversity and inclusion. Research by Choi (2011) showed that transformational leaders are more likely to promote inclusive practices, leading to diverse teams that enhance creativity and innovation.

Case Studies in Transformational Leadership

1. **Apple Inc. Under Steve Jobs:** Steve Jobs exemplified transformational leadership during his tenure at Apple. His visionary approach and ability to inspire employees led to groundbreaking innovations, such as the iPhone and iPad. Jobs' emphasis on design and user experience transformed the technology industry and established Apple as a market leader.
2. **Nelson Mandela and the Anti-Apartheid Movement:** Nelson Mandela's leadership during the anti-apartheid movement in South Africa serves as a powerful example of transformational leadership. His ability to inspire hope and unity among diverse groups helped to dismantle systemic oppression and usher in a new era of democracy in South Africa.
3. **Starbucks and Howard Schultz:** Howard Schultz's leadership at Starbucks is another notable example. Schultz emphasized employee empowerment and customer experience, transforming Starbucks into a global brand. His focus on ethical sourcing and social responsibility also reflects the moral dimensions of transformational leadership.

Contemporary Applications

1. **Remote Work Environments:** In the context of remote work, transformational leadership has become increasingly relevant. Leaders who can inspire and engage remote teams through virtual communication and collaboration tools foster a sense of connection and commitment among employees (Ziguras et al., 2020).
2. **Agile Organizations:** As organizations adopt agile methodologies, transformational leadership plays a key role in facilitating collaboration and innovation. Leaders who encourage experimentation and adaptability are essential for teams navigating the complexities of agile environments (Denning, 2018).

3. **Corporate Social Responsibility (CSR):** Transformational leaders are often at the forefront of CSR initiatives. By promoting ethical practices and social responsibility, these leaders inspire employees to engage in meaningful work that aligns with their values and contributes positively to society (Aguinis & Glavas, 2012).

Challenges and Limitations

1. **Overextension of Leader Influence:** One challenge of transformational leadership is the risk of overextension. Leaders may become overly involved in their followers' development, potentially leading to burnout for both the leader and the employees if not managed carefully (Germano, 2010).
2. **Resistance to Change:** While transformational leaders are effective in promoting change, they may still encounter resistance from employees who are comfortable with the status quo. Addressing this resistance requires strategic communication and engagement to alleviate fears and build trust (Kotter, 1996).
3. **Maintaining Authenticity:** As transformational leaders strive to inspire others, there is a potential risk of sacrificing authenticity for the sake of influence. Leaders must remain genuine in their interactions to maintain trust and credibility (Brower et al., 2000).

Future Research Directions

1. **Integration of Technology:** Future research should explore how technology can enhance transformational leadership practices. Understanding the role of digital tools in facilitating communication and engagement will be crucial as organizations increasingly rely on remote and hybrid work models.
2. **Longitudinal Studies on Impact:** Longitudinal studies examining the long-term impact of transformational leadership on employee outcomes and organizational performance would provide deeper insights into its effectiveness over time.
3. **Cultural Variations:** Investigating how transformational leadership is perceived and enacted across different cultural contexts will help organizations tailor their leadership approaches to diverse workforces.

4. **Measuring Transformational Leadership:** Developing more robust and comprehensive measures of transformational leadership will enhance the validity of research findings and facilitate comparisons across studies.
5. **Transformational Leadership in Crisis Situations:** Research examining the effectiveness of transformational leadership in crisis situations, such as during economic downturns or public health emergencies, could provide valuable insights for leaders navigating challenging circumstances.

Transformational leadership is a dynamic and influential leadership style that emphasizes the ability of leaders to inspire and motivate followers to achieve remarkable outcomes. This leadership approach is characterized by a focus on change, vision, and the development of followers, ultimately leading to higher levels of engagement and performance.

Characteristics of Transformational Leadership

1. **Inspirational Motivation:** Transformational leaders articulate a compelling vision that inspires and motivates their followers. They foster enthusiasm and commitment by communicating high expectations and a shared sense of purpose (Bass, 1985).
2. **Intellectual Stimulation:** This characteristic encourages creativity and innovation among followers. Transformational leaders challenge the status quo, prompting employees to think critically and develop new solutions to problems (Avolio & Bass, 1991).
3. **Individualized Consideration:** Transformational leaders pay attention to the individual needs of their followers, providing support, mentorship, and personal development opportunities. This personalized approach fosters a sense of belonging and values each employee's contributions (Bass & Avolio, 1994).
4. **Idealized Influence:** Transformational leaders serve as role models for their followers. They demonstrate ethical behavior and earn the trust and respect of their teams, which enhances loyalty and commitment (Yukl, 2006).

Empirical Evidence

Numerous empirical studies have highlighted the positive effects of transformational leadership on various organizational outcomes:

1. **Employee Performance:** Research consistently shows that transformational leadership positively impacts employee performance. A meta-analysis by Judge and Piccolo (2004) indicated that transformational leaders significantly enhance follower performance, particularly in contexts requiring innovation and adaptability.
2. **Job Satisfaction and Engagement:** Transformational leadership has been linked to higher levels of job satisfaction and employee engagement. Studies by Walumbwa et al. (2008) found that employees under transformational leaders report greater job satisfaction, increased organizational commitment, and reduced turnover intentions.
3. **Organizational Change:** Transformational leadership is particularly effective in facilitating organizational change. Leaders who inspire and motivate their teams can mitigate resistance to change and foster a culture of adaptability (Sofi & Devanadhen, 2015). Transformational leaders help create a shared vision for change, engaging employees in the process.
4. **Creativity and Innovation:** Research indicates that transformational leadership fosters a culture of creativity and innovation. By encouraging intellectual stimulation, transformational leaders motivate employees to explore new ideas and take risks, resulting in enhanced organizational creativity (Gumusluoglu & Ilsev, 2009).

Advantages of Transformational Leadership

1. **Enhanced Employee Motivation:** Transformational leaders inspire employees to exceed their own self-interests, leading to higher levels of motivation and commitment. This intrinsic motivation often results in increased effort and performance (Bass, 1985).
2. **Positive Organizational Culture:** Transformational leadership contributes to a positive organizational culture characterized by trust, collaboration, and mutual respect. This culture enhances employee morale and fosters a sense of community within the organization (Sosik & Godshalk, 2000).
3. **Higher Retention Rates:** Organizations led by transformational leaders often experience lower turnover rates. Employees who feel valued and supported are more likely to remain committed to their organization (Meyer & Allen, 1991).

4. **Sustainable Performance:** The focus on developing followers and fostering their growth contributes to the long-term sustainability of organizational performance. Transformational leaders create a pipeline of future leaders, ensuring continuity and resilience (Avolio et al., 2004).

Challenges of Transformational Leadership

1. **Potential for Overdependence:** Followers may become overly dependent on transformational leaders for motivation and direction. This can lead to challenges in succession planning and organizational stability if the leader departs (Germano, 2010).
2. **Risk of Charismatic Manipulation:** The powerful influence of transformational leaders raises concerns about potential manipulation. Leaders may use their charisma to promote personal agendas rather than the organization's best interests (Conger & Kanungo, 1988).
3. **Balancing Individual and Organizational Needs:** While individualized consideration is a hallmark of transformational leadership, there is a challenge in balancing the needs of individual employees with the broader goals of the organization. Leaders must navigate these competing demands to ensure both employee satisfaction and organizational effectiveness (Bass, 1990).
4. **Cultural Sensitivity:** The effectiveness of transformational leadership may vary across cultural contexts. Leaders must be culturally sensitive and adaptable to resonate with diverse employee groups (House et al., 2004).

Practical Implications for Organizations

Organizations can leverage the benefits of transformational leadership through several practical strategies:

1. **Leadership Development Programs:** Implementing training programs that focus on developing transformational leadership skills can enhance leadership effectiveness. These programs should emphasize the importance of vision, communication, and emotional intelligence.
2. **Feedback and Recognition Systems:** Establishing mechanisms for providing feedback and recognizing employee contributions can reinforce the positive effects

of transformational leadership. Celebrating achievements and offering constructive feedback fosters a supportive environment.

3. **Encouraging Innovation:** Organizations should create a culture that encourages risk-taking and innovation. By promoting intellectual stimulation, leaders can motivate employees to explore new ideas and challenge existing norms.
4. **Succession Planning:** To address potential overdependence on transformational leaders, organizations should develop succession plans that identify and cultivate future leaders within the organization. This ensures continuity and reduces the impact of leadership transitions.

Future Research Directions

1. **Longitudinal Studies:** Future research could explore the long-term impacts of transformational leadership on employee outcomes and organizational performance. Longitudinal studies would provide insights into how transformational leadership influences engagement and retention over time.
2. **Cross-Cultural Comparisons:** Investigating the effectiveness of transformational leadership across different cultural contexts can reveal how cultural norms influence leadership practices and employee responses. Understanding these dynamics will help organizations tailor their leadership approaches.
3. **Integration with Other Leadership Styles:** Future studies could examine how transformational leadership can be effectively integrated with other leadership styles, such as transactional or servant leadership. Identifying best practices for blending these approaches may enhance overall leadership effectiveness.
4. **Technology and Transformational Leadership:** As organizations increasingly adopt technology, research could explore how digital tools influence transformational leadership practices. Understanding the role of technology in facilitating communication and collaboration can provide valuable insights.
5. **Impact on Team Dynamics:** Future research should explore how transformational leadership affects team dynamics and collaboration. Understanding the interactions between transformational leaders and their teams can inform strategies for enhancing teamwork and collective performance.

Impact on Organizational Outcomes

Transformational leadership has been linked to various positive organizational outcomes, including increased job performance, organizational commitment, and job satisfaction.

It fosters an environment where employees feel empowered and motivated to contribute to organizational goals, leading to higher levels of organizational citizenship behavior and reduced social loafing. Moreover, transformational leadership is particularly effective in dynamic and complex environments where innovation and adaptability are crucial.

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 Yahyae, 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 compared 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.

Research Hypothesis

Hypothesis 1: Charismatic leadership influences employee motivation

Hypothesis H2: Transactional leadership influences Employee job satisfaction

Hypothesis H3: Transformation leadership influences employee job satisfaction.

Hypothesis4: Employee job satisfaction influences job performance

Hypothesis5: Employee job satisfaction influences organizational commitment

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).

Model

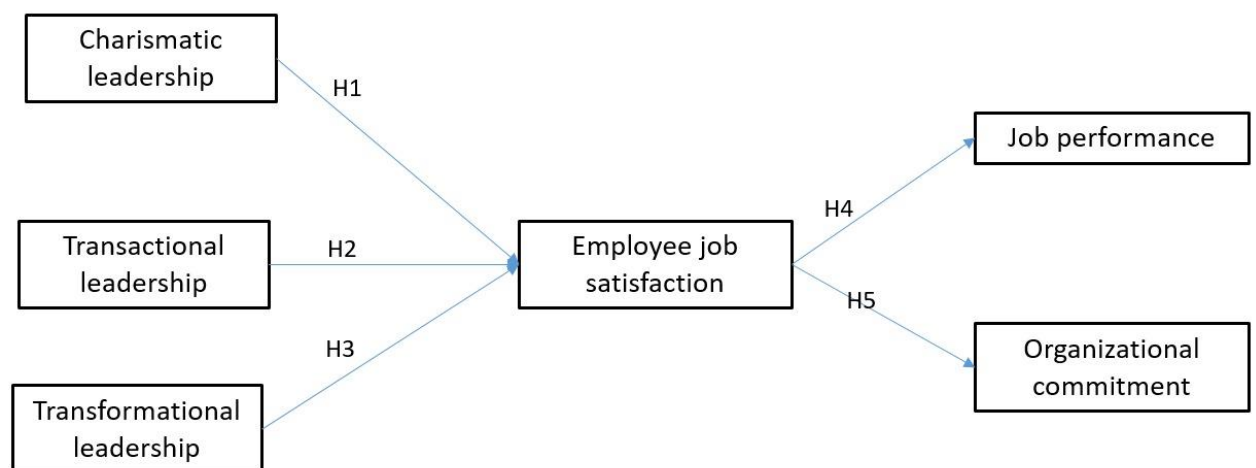
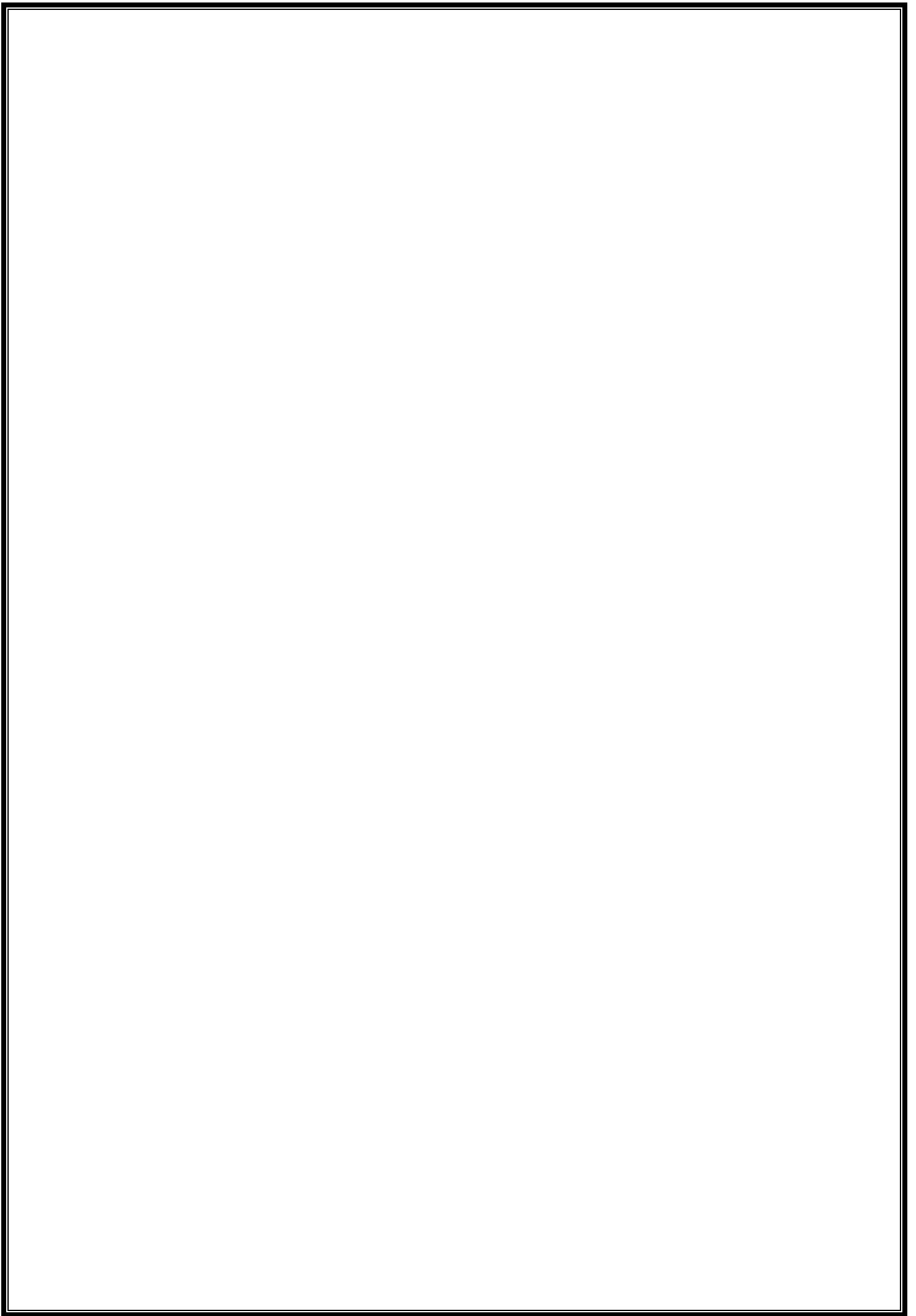


Figure 1: Proposed research framework



Chapter Three

Research Methodology

1. Research Design

- **Quantitative Approach:** Utilize a quantitative research design to measure the relationships between leadership styles, employee job satisfaction, job performance, and organizational commitment.

2. Data Collection

- **Surveys/Questionnaires:** Develop a structured questionnaire that includes validated scales for measuring:
 - Leadership Styles (Charismatic, Transactional, Transformational)
 - Employee Job Satisfaction
 - Job Performance
 - Organizational Commitment
- **Administration:** Distribute the questionnaire online via platforms like Google Forms to reach a broader audience.

3. Sampling

- **Target Population:** Define a specific target population, such as employees from various sectors (public and private) within a defined geographical area.
- **Sampling Technique:** Employ a stratified random sampling technique to ensure representation from different demographic groups (e.g., age, gender, educational background).

4. Data Analysis

- **Statistical Techniques:** Utilize Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data. This method allows for the testing of complex relationships among variables.
- **Software:** Use statistical software like Smart PLS to conduct the analysis and validate the proposed research model.

5. Hypothesis Testing

- Test the following hypotheses using the collected data:
 - **H1:** Charismatic leadership influences employee motivation.
 - **H2:** Transactional leadership influences employee job satisfaction.
 - **H3:** Transformational leadership influences employee job satisfaction.
 - **H4:** Employee job satisfaction influences job performance.
 - **H5:** Employee job satisfaction influences organizational commitment.

6. Validity and Reliability

- Ensure the validity and reliability of the measurement instruments through pilot testing and factor analysis.

7. Ethical Considerations

- Obtain informed consent from participants before data collection and ensure confidentiality and anonymity of their responses.

8. Limitations

- Acknowledge potential limitations, such as response bias or the generalizability of findings beyond the sampled population.

Data Collection

The data used in the current study were collected through a survey questionnaire that included items designed to measure the three components of TPB online using GOOGLE forms in May 2024.

Demographics data of respondent (N=123)

Items	Number	Percentage (%)
Nationality		
Saudi	110	89.4%
Non Saudi	13	10.6%
Gender		
Male	109	88.6%
Female	14	11.4%
Qualification		
less than Bachelor	16	13.1%
Bachelors Degree	64	52%
Master Degree	34	27.6%
Doctorate's Degree	9	7.3%
Marital Status		
Single	24	19.5%
Married	99	80.5%
Age		
from 20 to 29 years	24	19.5%
from 30 to 39 years	42	34.2%
from 40 to 49 years	33	26.8%
from 50 and Above	24	19.5%
Job Type		
Public Sector	75	61%
Private Sector	48	39%
Number of years of experience		
less than 5 years	24	19.5%
from 5 to 10 years	24	19.5%
from 11 to 15 years	21	17.1%
more than 15 years	54	43.9%

Questionnaire

<u>Variables</u>	<u>Statements</u>
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.

Study Tools

1. Survey Questionnaire

The survey will consist of several sections aimed at capturing relevant data on leadership styles, employee job satisfaction, job performance, and organizational commitment. Each section includes statements rated on a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

A. Leadership Styles

- **Charismatic Leadership (adapted from Wang et al., 2010)**
 - CL1: My supervisor communicates a clear vision for the team.
 - CL2: My supervisor inspires me to overcome challenges.
 - CL3: I feel emotionally connected to my supervisor's goals.
 - CL4: My supervisor encourages innovative thinking.
 - CL5: I trust my supervisor to lead the team effectively.
- **Transactional Leadership (adapted from Wang et al., 2010)**
 - TL1: My supervisor provides clear expectations for my tasks.
 - TL2: I receive rewards for meeting specific performance targets.
 - TL3: My supervisor intervenes when performance standards are not met.
 - TL4: I feel my supervisor is fair in administering rewards and punishments.
- **Transformational Leadership (adapted from Wang et al., 2010)**
 - TFL1: My supervisor encourages me to develop my skills.
 - TFL2: I feel motivated to go beyond my job requirements.
 - TFL3: My supervisor fosters an environment of trust and collaboration.
 - TFL4: My supervisor actively supports my professional growth.

B. Employee Job Satisfaction

- **Job Satisfaction Scale (adapted from Locke, 1976)**
 - JS1: I am satisfied with my current job role.
 - JS2: I feel valued for my contributions at work.
 - JS3: I enjoy the tasks I perform regularly.
 - JS4: I believe my work is appreciated by my team.

C. Job Performance

- **Job Performance Scale (adapted from Tuuli & Rowlinson, 2009)**

- JP1: I meet the requirements of my job description effectively.
- JP2: I consistently complete my assigned duties on time.
- JP3: I seek feedback to improve my performance.
- JP4: I contribute positively to team projects.

D. Organizational Commitment

- **Organizational Commitment Scale (adapted from Chiang and Jang, 2008)**

- OC1: I feel a strong sense of belonging to this organization.
- OC2: I am committed to the goals of this organization.
- OC3: I would recommend this organization as a great place to work.
- OC4: I plan to continue working in this organization for the foreseeable future.

2. Demographic Information

- **Section for Demographic Data**

- Age: [Dropdown: 20-29, 30-39, 40-49, 50 and above]
- Gender: [Male, Female, Other]
- Nationality: [Open text]
- Educational Qualification: [Less than Bachelor, Bachelor's Degree, Master's Degree, Doctorate]
- Marital Status: [Single, Married]
- Job Type: [Public Sector, Private Sector]
- Years of Experience: [Less than 5 years, 5-10 years, 11-15 years, More than 15 years]

Implementation

- The survey should be administered online, using a platform such as Google Forms, to facilitate easy data collection and management.
- Ensure to pre-test the survey with a small group to refine questions and improve clarity.

Chapter Four

Fields of Study

A. Definition of the Study Population

The study population refers to the group of individuals that the research focuses on, specifically employees in various organizations. This includes those working in sectors where leadership styles significantly impact job performance and organizational commitment.

B. Specific Characteristics of the Study Population

Sector: The population will include both public and private sector employees.

Number of Employees: Target a population of around 200-500 employees to ensure a diverse representation.

Job Levels: Include a range of job levels such as:

Senior Management

Middle Management

Regular Employees

Geographical Distribution: Participants will be selected from multiple regions to ensure a balanced perspective.

C. Selection Criteria

Work Experience: Participants should have at least two years of work experience to ensure they can provide informed opinions about leadership styles.

Age Diversity: The population should reflect various age groups, capturing different generational perspectives on leadership.

Educational Level: Include employees with various educational backgrounds, from bachelor's degrees to higher degrees.

D. Sampling Method

Random Sampling Technique: Use stratified random sampling to ensure representation across different job levels and geographical locations.

Sample Size: Aim for a sample size of about 100-200 participants to enhance the reliability of the findings.

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.

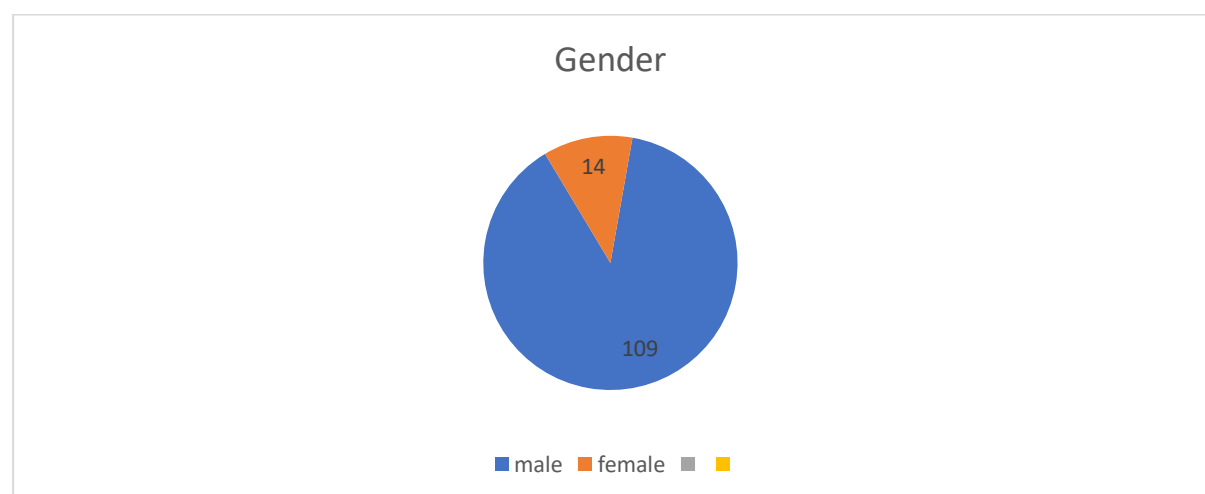
Results and Analysis

This section presents the findings from the data, analyzed and interpreted through the Smart PLS software, about the hypotheses and research objectives set in the introduction of this paper. The focus is on the significant relationships and patterns found; thus, findings provide insight into how differential leadership styles may affect job performance and organizational commitment, with employee job satisfaction being the mediating variable. The paper will try to explain these different leadership styles : charismatic, transactional, and transformational, and, ultimately, the derivation of relation to employee job satisfaction, job performance, and organizational commitment. The study would have attempted to give an overall view of the relations existing between these variates and contributed to the existing body of knowledge regarding dynamics that help in the influence of organizational outcomes. The analysis is to be set within key findings, significant correlations, and any emergent patterns that align with or challenge the initial hypotheses.

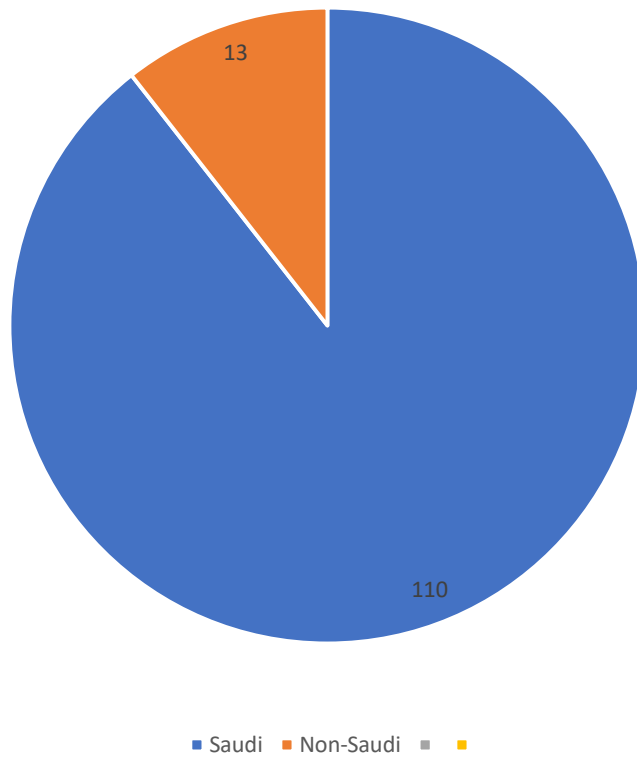
This sets up in greater detail the discussion of the findings of the empirical results generated by the statistical analyses underlying the rest of the specific findings and their implications for organizational leadership and HR practices.

- **study sample.**

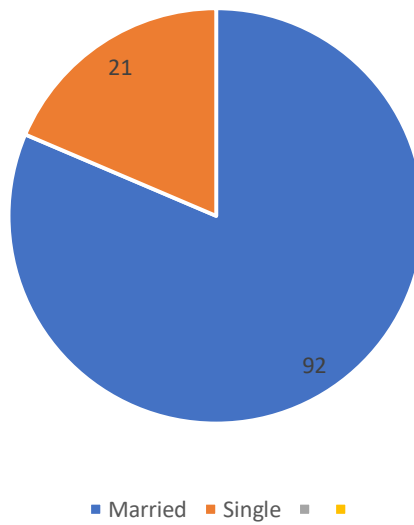
The study sample consisted of 123 individuals with different cultures, nationalities, and work experiences, as shown.



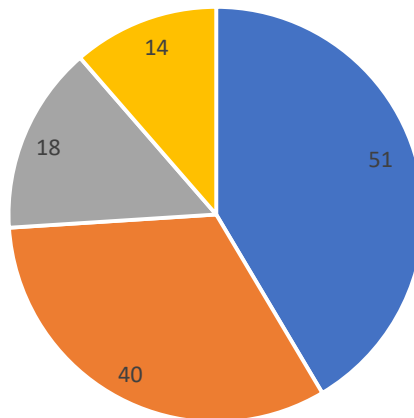
Sales



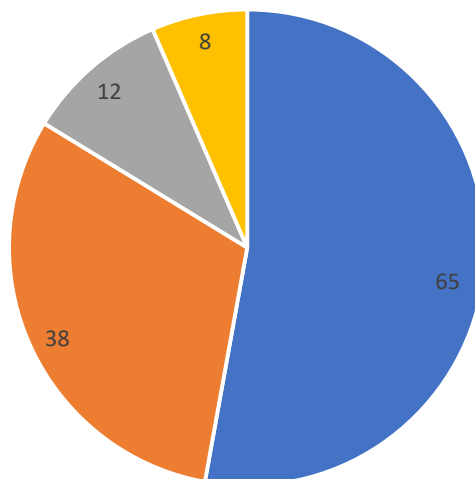
MaritalStatus



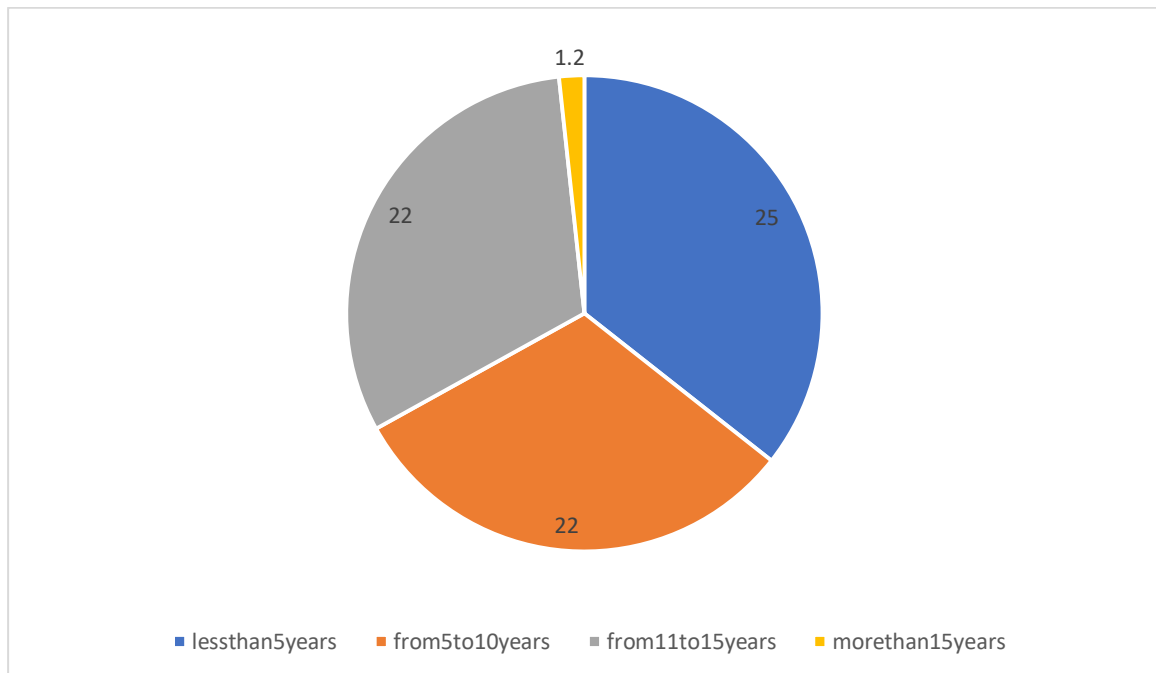
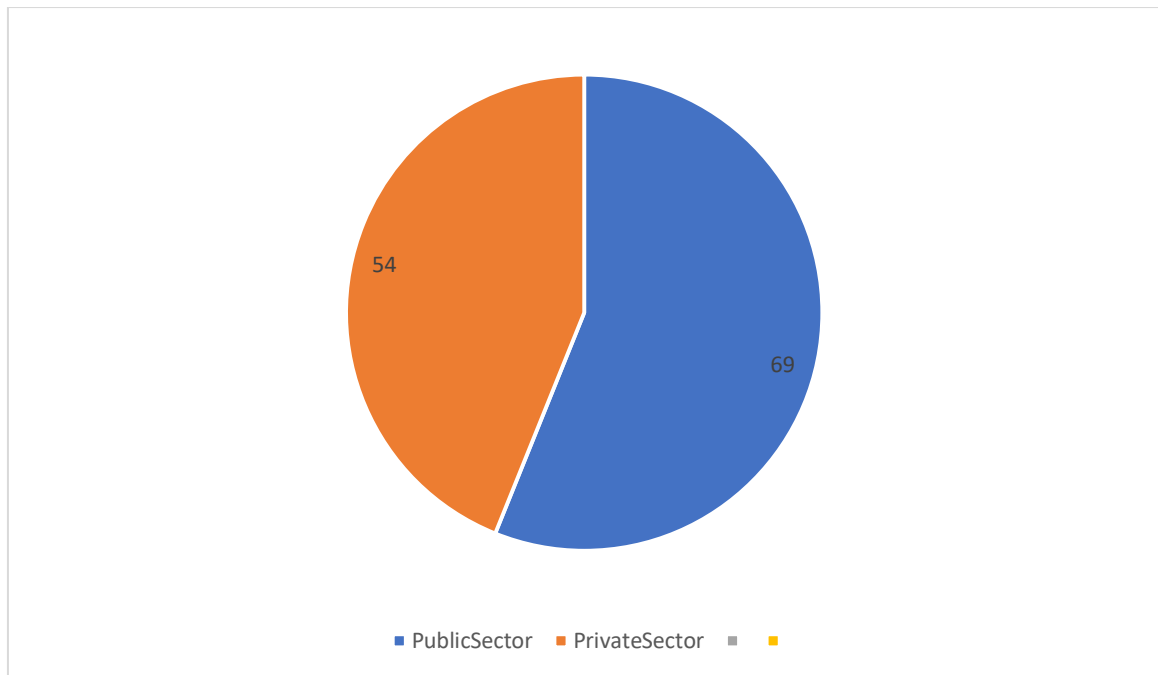
Age



■ 30to39years ■ 40to49 ■ 20to29years ■ 50andAbove



■ BachelorsDegree ■ MasterDegree ■ lessthanBachelor ■ DoctorofPhilosophy



- **smart PLS model**

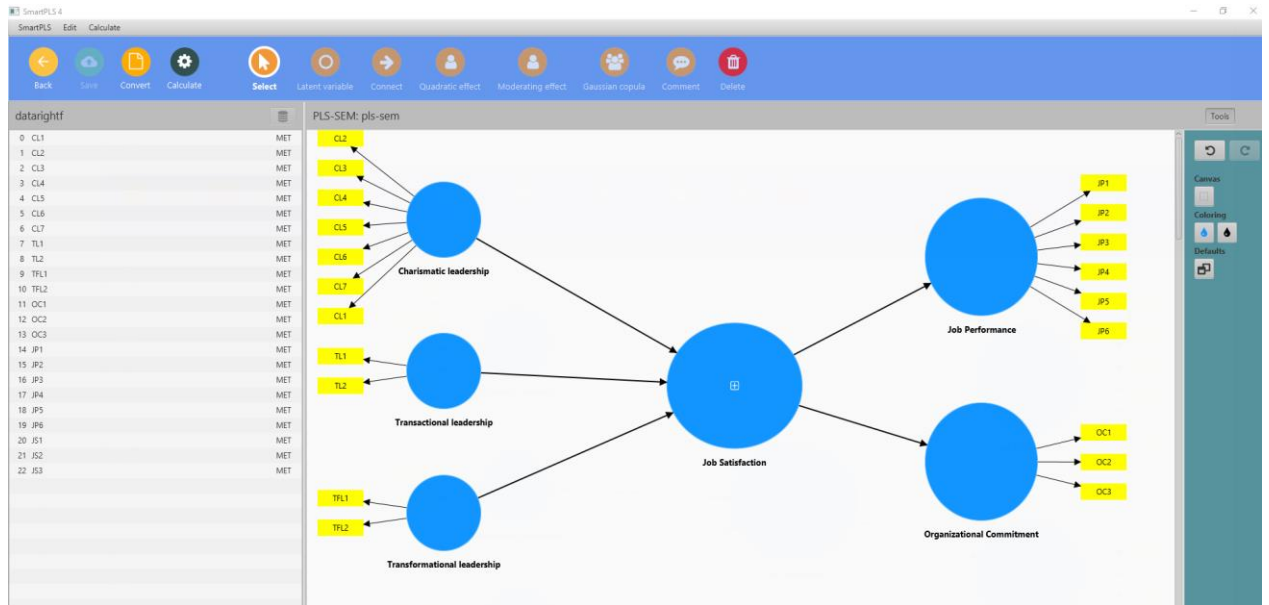


Figure 2 smart PLS model.

- **pls-sem algorithm**

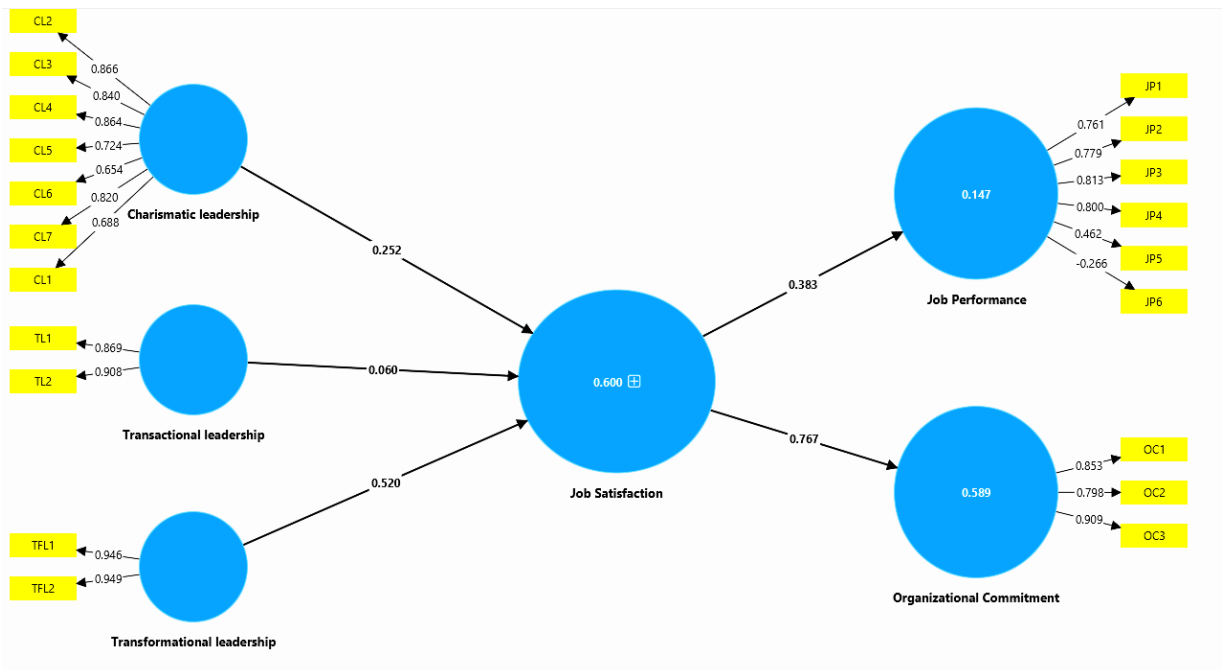


Figure 3 pls-sem algorithm.

Results of analysis using the PLS-SEM algorithm

I converted the data as follows.

- Strongly Disagree to 1
- Disagree to 2
- Neutral to 3
- Disagree to 4
- Strongly Disagree to 5

Table 1 Path coefficients list

	Path coefficients
Charismatic leadership -> Job Satisfaction	0.252
Job Satisfaction -> Job Performance	0.383
Job Satisfaction -> Organizational Commitment	0.767
Transactional leadership -> Job Satisfaction	0.060
Transformational leadership -> Job Satisfaction	0.520

Table 2 Specific indirect effects

	Specific indirect effects
Charismatic leadership -> Job Satisfaction -> Organizational Commitment	0.193
Transactional leadership -> Job Satisfaction -> Job Performance	0.023
Transformational leadership -> Job Satisfaction -> Job Performance	0.199
Transactional leadership -> Job Satisfaction -> Organizational Commitment	0.046
Transformational leadership -> Job Satisfaction -> Organizational Commitment	0.399
Charismatic leadership -> Job Satisfaction -> Job Performance	0.097

Table 3 Total effects list

	Total effects
Charismatic leadership -> Job Performance	0.097
Charismatic leadership -> Job Satisfaction	0.252
Charismatic leadership -> Organizational Commitment	0.193
Job Satisfaction -> Job Performance	0.383

Job Satisfaction -> Organizational Commitment	0.767
Transactional leadership -> Job Performance	0.023
Transactional leadership -> Job Satisfaction	0.060
Transactional leadership -> Organizational Commitment	0.046
Transformational leadership -> Job Performance	0.199
Transformational leadership -> Job Satisfaction	0.520
Transformational leadership -> Organizational Commitment	0.399

Table 4 Outer loadings list

	Outer loadings
CL2 <- Charismatic leadership	0.866
CL3 <- Charismatic leadership	0.840
CL4 <- Charismatic leadership	0.864
CL5 <- Charismatic leadership	0.724
CL6 <- Charismatic leadership	0.654
CL7 <- Charismatic leadership	0.820
JP1 <- Job Performance	0.761
JP2 <- Job Performance	0.779
JP3 <- Job Performance	0.813
JP4 <- Job Performance	0.800
JP5 <- Job Performance	0.462
JP6 <- Job Performance	-0.266
JS1 <- Job Satisfaction	0.925
JS2 <- Job Satisfaction	0.874
JS3 <- Job Satisfaction	0.938
OC1 <- Organizational Commitment	0.853
OC2 <- Organizational Commitment	0.798
OC3 <- Organizational Commitment	0.909
TFL1 <- Transformational leadership	0.946
TFL2 <- Transformational leadership	0.949
TL1 <- Transactional leadership	0.869

TL2 <- Transactional leadership	0.908
CL1 <- Charismatic leadership	0.688

Table 5 Outer weights list

	Outer weights
CL2 <- Charismatic leadership	0.229
CL3 <- Charismatic leadership	0.200
CL4 <- Charismatic leadership	0.228
CL5 <- Charismatic leadership	0.149
CL6 <- Charismatic leadership	0.128
CL7 <- Charismatic leadership	0.189
JP1 <- Job Performance	0.259
JP2 <- Job Performance	0.261
JP3 <- Job Performance	0.259
JP4 <- Job Performance	0.337
JP5 <- Job Performance	0.272
JP6 <- Job Performance	0.025
JS1 <- Job Satisfaction	0.367
JS2 <- Job Satisfaction	0.339
JS3 <- Job Satisfaction	0.388
OC1 <- Organizational Commitment	0.382
OC2 <- Organizational Commitment	0.322
OC3 <- Organizational Commitment	0.459
TFL1 <- Transformational leadership	0.520
TFL2 <- Transformational leadership	0.536
TL1 <- Transactional leadership	0.515
TL2 <- Transactional leadership	0.608
CL1 <- Charismatic leadership	0.131

- **Latent variables**

Table 6 Correlations

	Charismatic leadership	Job Performance	Job Satisfaction	Organizational Commitment	Transactional leadership	Transformational leadership
Charismatic leadership	1.000	0.284	0.689	0.649	0.639	0.767
Job Performance	0.284	1.000	0.383	0.453	0.198	0.296
Job Satisfaction	0.689	0.383	1.000	0.767	0.574	0.754
Organizational Commitment	0.649	0.453	0.767	1.000	0.469	0.652
Transactional leadership	0.639	0.198	0.574	0.469	1.000	0.679
Transformational leadership	0.767	0.296	0.754	0.652	0.679	1.000

Table 7 Covariances

	Charismatic leadership	Job Performance	Job Satisfaction	Organizational Commitment	Transactional leadership	Transformational leadership
Charismatic leadership	1.000	0.284	0.689	0.649	0.639	0.767
Job Performance	0.284	1.000	0.383	0.453	0.198	0.296
Job Satisfaction	0.689	0.383	1.000	0.767	0.574	0.754
Organizational Commitment	0.649	0.453	0.767	1.000	0.469	0.652
Transactional leadership	0.639	0.198	0.574	0.469	1.000	0.679
Transformational leadership	0.767	0.296	0.754	0.652	0.679	1.000

Table 8 Descriptives

M ea n	M edi an	Obse rved min	Obser ved max	Standar d deviati on	Exces s kurtos is	Ske wn ess	Number of observation s used	Cramér-von Mises test statistic	Cramér- von Mises p value
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Charismatic leadership	0.000	0.096	-2.540	1.745	1.000	-0.193	-0.442	123.000	0.133	0.040
Job Performance	0.000	0.212	-3.476	1.223	1.000	1.185	-0.971	123.000	0.289	0.000
Job Satisfaction	0.000	0.152	-2.857	1.156	1.000	0.702	-0.946	123.000	0.451	0.000
Organizational Commitment	0.000	-0.134	-3.773	1.079	1.000	1.826	-1.176	123.000	0.576	0.000
Transactional leadership	0.000	0.388	-3.041	1.531	1.000	1.319	-0.908	123.000	0.535	0.000
Transformational leadership	0.000	0.336	-2.609	1.317	1.000	0.400	-0.823	123.000	0.551	0.000

- Quality criteria**

Table 9 R-square

	R-square	R-square adjusted
Job Performance	0.147	0.140
Job Satisfaction	0.600	0.590
Organizational Commitment	0.589	0.585

Table 10 f-square list

	f-square
Charismatic leadership -> Job Satisfaction	0.061
Job Satisfaction -> Job Performance	0.172

Job Satisfaction -> Organizational Commitment	1.431
Transactional leadership -> Job Satisfaction	0.004
Transformational leadership -> Job Satisfaction	0.238

Table 11 Posthoc minimum sample size

	Path coefficients	Alpha 1%, power 80%	Alpha 5%, power 80%	Alpha 1%, power 90%	Alpha 5%, power 90%
Charismatic leadership -> Job Satisfaction	0.252	158.000	98.000	205.000	135.000
Job Satisfaction -> Job Performance	0.383	69.000	43.000	89.000	59.000
Job Satisfaction -> Organizational Commitment	0.767	18.000	11.000	23.000	15.000
Transactional leadership -> Job Satisfaction	0.060	2824.000	1740.000	3662.000	2409.000
Transformational leadership -> Job Satisfaction	0.520	38.000	23.000	49.000	32.000

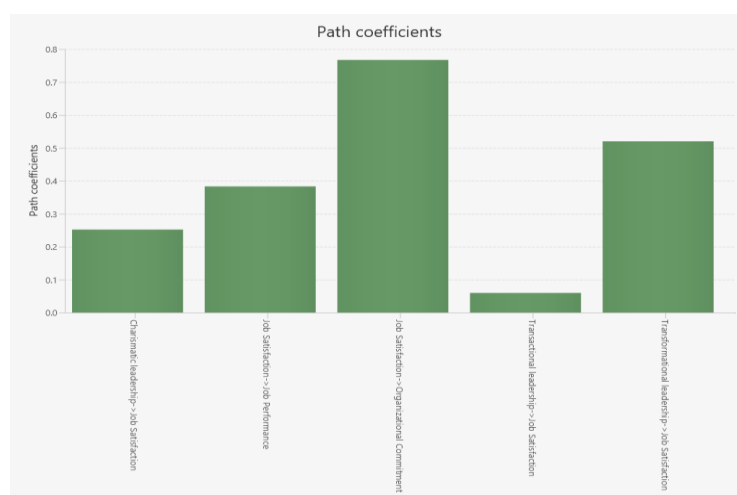


Figure 4 path coefficients

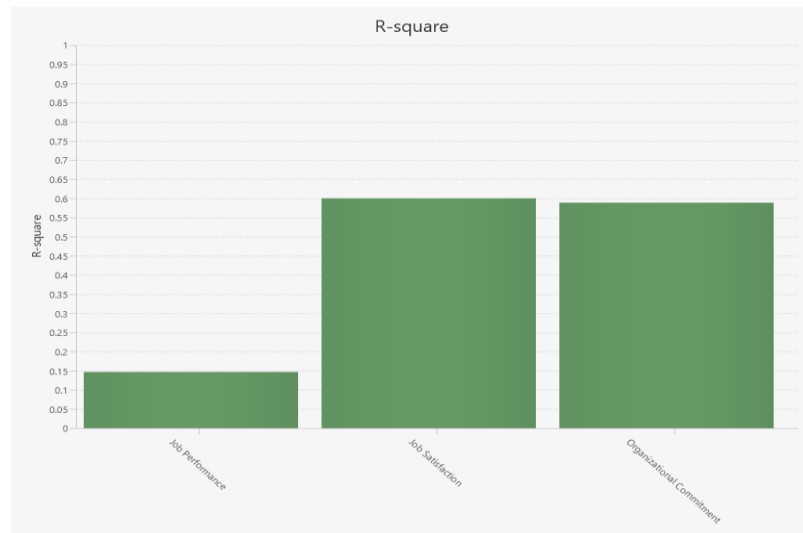


Figure 5 R-square

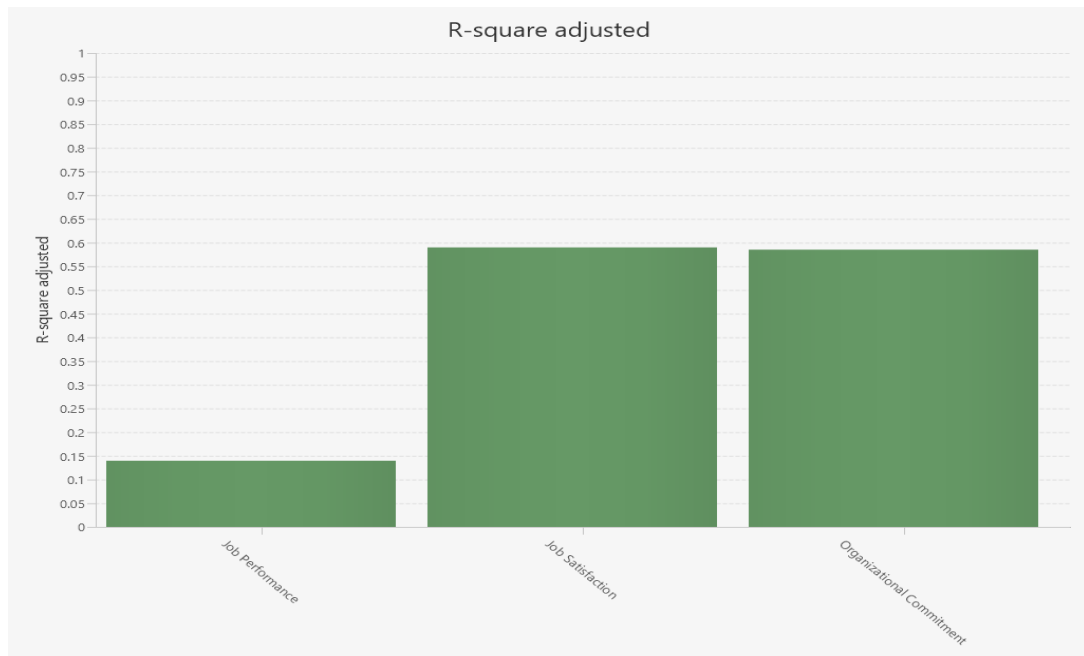


Figure 6 R-square adjusted.

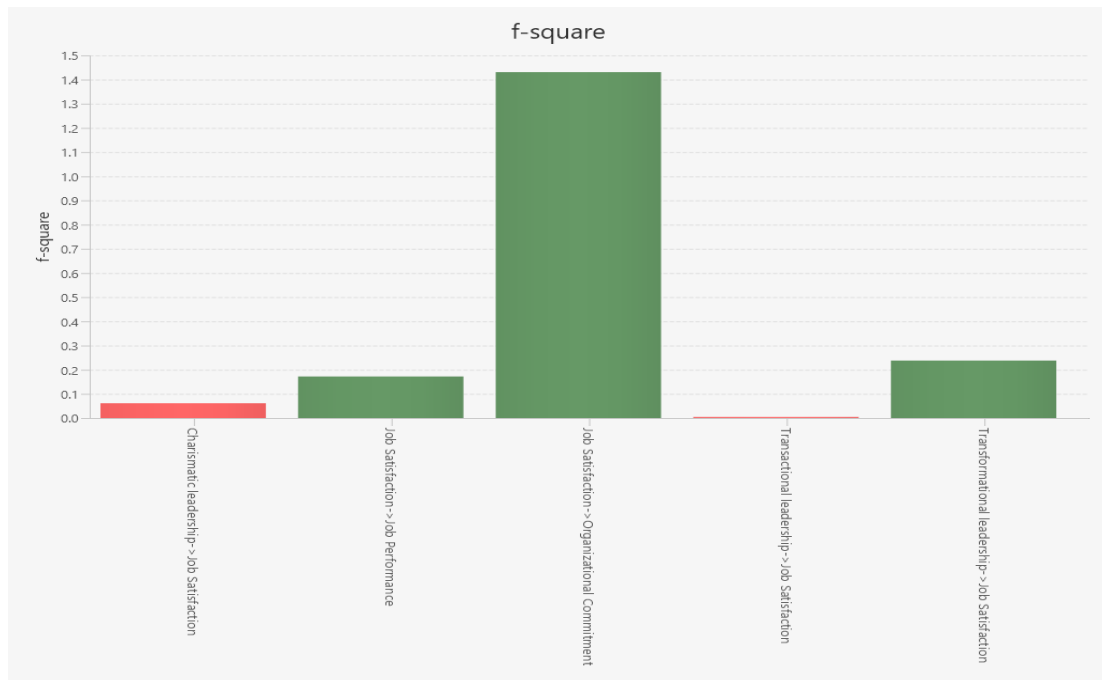


Figure 7 f-square.

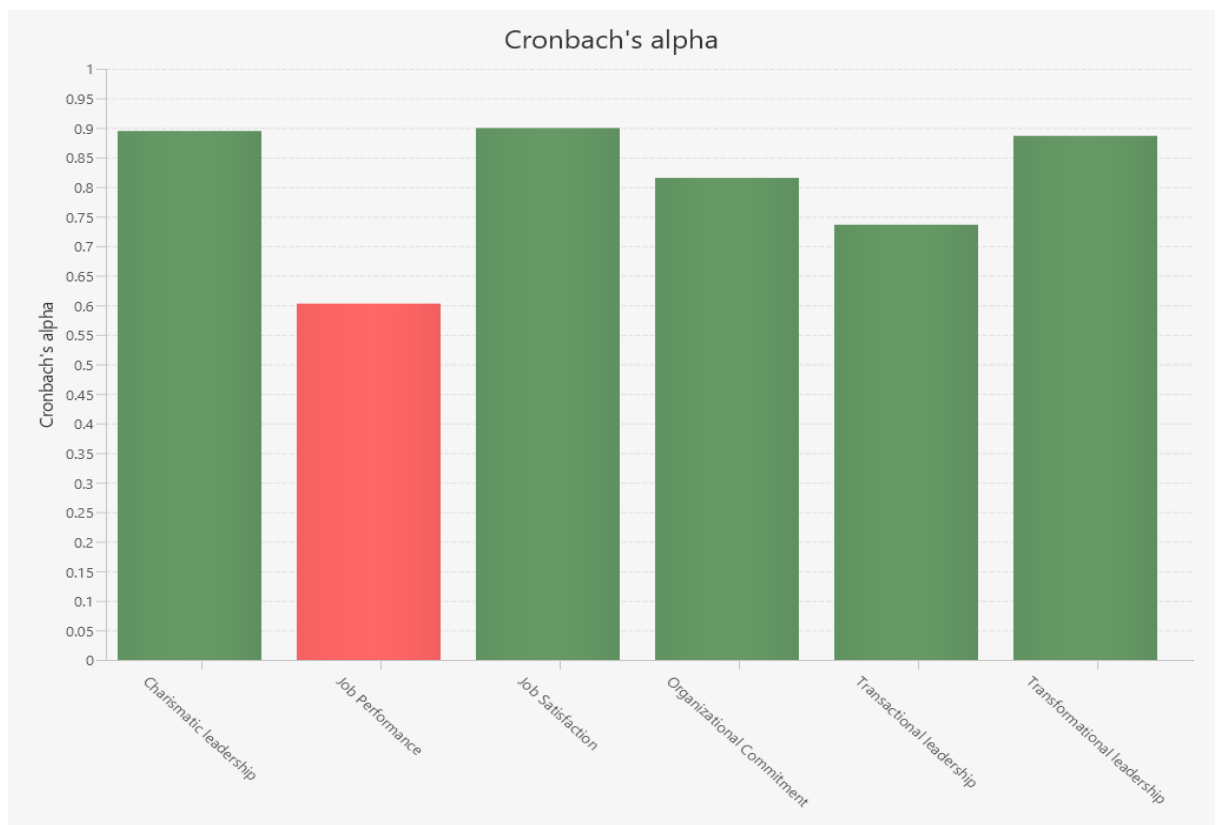


Figure 8 cronbach alpha

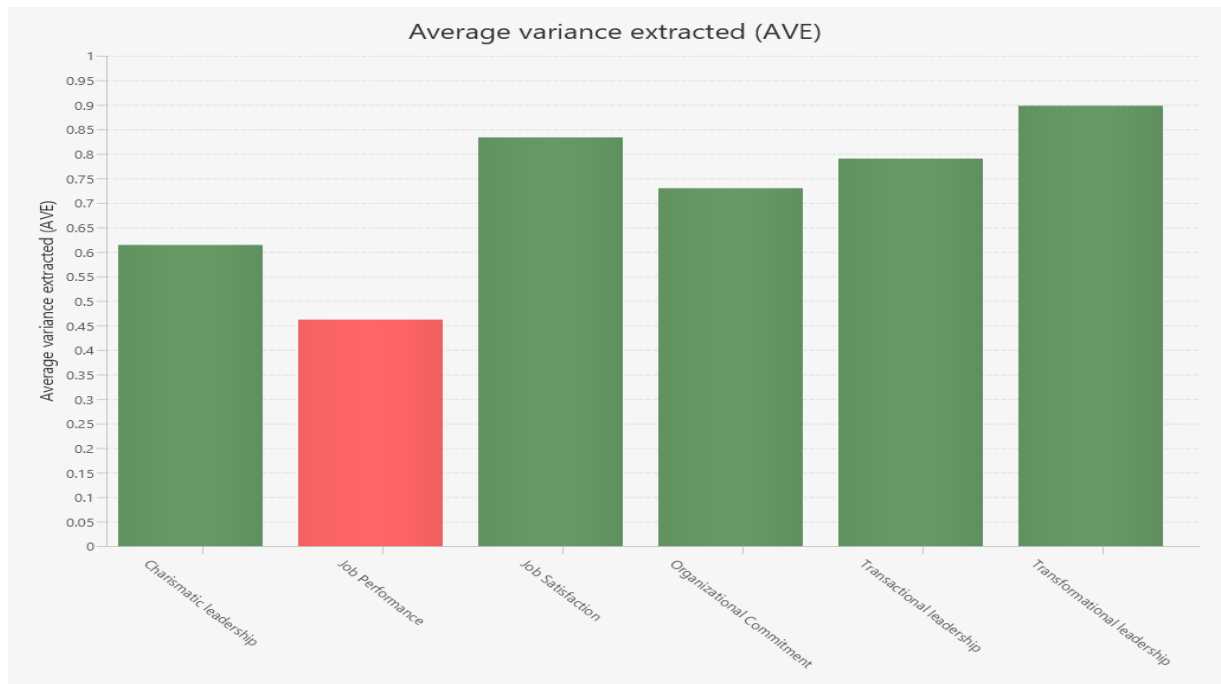


Figure 9 average variance extracted

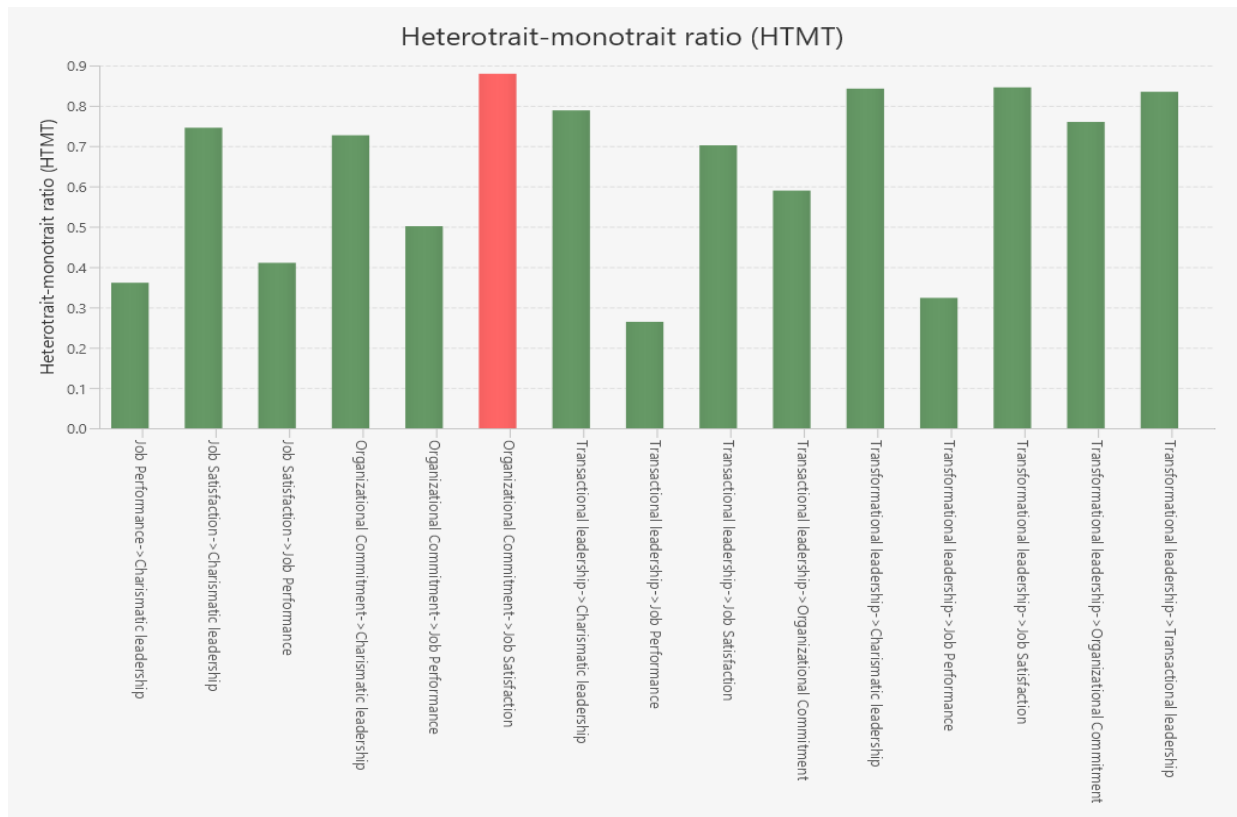


Figure 10 heterotrait - monotrait ratio

Discussion

• Impact of Different Leadership Styles on Performance

The study shows that attractive, transactional, and transformational leadership all have different effects on job success and company loyalty, which are mediated by how happy employees are with their jobs.

1. Charismatic Leadership:

- Advantages: Charismatic leadership is associated with several positive motivations for employees and impacts on performance. Charismatic leaders' vision is influential to employees because they show self-confidence and readiness for personal sacrifices in an attempt to increase employees' involvement and emotional commitment to the vision, thus further improving job satisfaction and business metrics.
- The downside is that charismatic leadership, although it offers motivational benefits, also creates a dependency factor on the leader. Employees could find themselves unable to work without the guidance and motivation of their leader, which in itself does not augur well for the long-run performance of the organization.

2. Transactional Leadership:

- Positive Impacts: Transactional leadership, since it is defined by explicitly spelled out structures of reward and penalties, has tremendous effects on the satisfaction of employees at jobs and on job performance. The employees will clearly perceive what is expected of them, and the motivation of tangible rewards for delivering as expected is also in the offing. The leadership style is far more effective in the achievement of short-term goals and the sustenance of routine operations.
- Negative Impacts Subjectively, on the other hand, transactional leadership, in a way goes unproductively against the actual terms of innovation and creativity. The latter may not provide a stage for growth in the long run adaptability, as the employees might not be motivated to do more than what is right in front of them or part of their required tasks.

3. Transformational Leadership:

- Positive Effects: The way transformational leadership influences its employees

imparts even more positive changes—job satisfaction and organizational commitment. By ensuring trust, respect, and intellectual stimulation for surpassing others, leaders inspire their workforce through transformational behaviors. Eventually, it will lead to improved job satisfaction, motivation, and, therefore, performance. Transformational leaders can manage to draw the employees' personal goals in consonance with the organizational ones to improve commitment and loyalty.

- Transformational Benefits: This leadership style is also associated with innovation and adaptability because employees are encouraged to embrace their creativity and become accountable for their roles within the organization.

- **Role of HR Capabilities in Moderating or Mediating Effects**

It was found in most studies that human resource capabilities served to moderate or mediate the independent effect of the differing leadership styles on job performance and organizational commitment. Key points of the paper include:

- 1. Talent Development and Performance Management:**

Talent development and performance management HR practices will make the positive effects of the transformational and charismatic styles of leadership stronger to the extent that they provide staff with opportunities for continuous learning and specify the performance requirements. Thus, Individual growth relates to HR ways of attaining desired organizational goals that increase job satisfaction and performance to marked extents.

- 2. Employee Satisfaction and Retention:**

In the incrementally effective satisfaction and retention-enhancing HR strategies, any other kind of leadership results. For example, HR practices that ensure equity and transparency in the reward system would substantiate the focus on rewards within the transactional leadership to enhance trust and satisfaction among employees.

- 3. Strategic Alignment:**

Strategic alignment with HR is the ability to infuse leadership practices into the general setting of organizational practices. Those HR capabilities enabling the open lines of communication, feedback mechanisms, and participatory decision-making processes will likely help transformational leaders bring unity into a workforce and maintain it in an energized state.

4. Innovation and Change Management:

This is another area where HR plays a pivotal role: the focus of HR should not only be on innovation but also the management of change. Not just risk and experimentation but a culture thereof, through HR, that could enable a firm to draw so much more from the capacity of transformational leadership to further long-term growth and adaptability.

Conclusion

Given this optimum organizational performance under an orientation of leadership contingent on human resource capabilities, it is therefore of much vital importance to comprehend this relationship to be able to adapt to changing environments. This research study consequently highlighted the way proper leadership selection and implementation increase job performance and organizational commitment with a mediating factor of employee job satisfaction.

From the analysis, it is clear that charismatic, transformational, and transactional leadership styles benefit employee motivation, satisfaction, and performance differently. Charismatic leadership works in getting the hearts and minds of the employees moving with a compelling vision, even though it has the downside of making them dependent upon the leader. Transactional leadership creates structures that are well-structured and rewards for maintaining the status quo comfortably but could stifle organizational innovation. Among these, the theory further explains that transformational leadership likely contains an atmosphere of trust, respect, and intellectual stimulation that is a requisite condition for high job satisfaction and the level of commitment related to long-term growth and adaptability.

It is the human resource capabilities that moderate and mediate the effects of these leadership styles. The integrated effectiveness of HR practices in talent development, performance management, satisfaction and retention of employees, and strategic alignment through leadership styles buttresses the positive impact. The integration of HR capabilities with leadership practices will assist the organization to develop a supportive environment that would maximize the potential of one's employees and realign individual goals with organizational objectives.

great leadership styles matched with powerful human resource capabilities will always enable organizational optimization vis-à-vis its performance and agility, regardless of the changing conditions. In this way, a strategic fit of such nature is not only capable of boosting job satisfaction and organizational commitment but also is the driver of sustainable growth and great success within the enterprise. Of the latter, the attention for the organizations should be on the fact that they develop such leadership and HR strategies in cohesion and complementary, therefore making sure that they move confidently and resiliently through the turbulence of contemporary competitive existence.

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Appendix

Questionnaire

1. Your nationality.

- a. Saudi
- b. Non Saudi

2. Gender

- a. Male
- b. Female

3. Your education qualification

- a. Less than bachelor degree
- b. Bachelor degree
- c. Master Degree
- d. Doctor of Philosophy

4. Your Job Type

- a. Public Sector
- b. Private Sector

5. Your Age

- a. from 20 to 29 years
- b. from 30 to 39 years
- c. from 40 to 49 years
- d. from 50 and Above

6. Your experience

- a. less than 5 years
- b. from 5 to 10 years
- c. from 11 to 15 years
- d. more than 15 years

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.

TL1: Unless the target cannot be reached, my supervisor does take actions.

TL2: Unless the problem gets worse, my supervisor interferes.

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.

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.

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.

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.