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Master of Risk Management

College of Management, Midocean University

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

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Abstract

The abstract provides a brief overview of the research study, including the research objectives, methodology, and key findings. It summarizes the main points of the research in a concise manner.

Introduction

Effective leadership plays a pivotal role in shaping an organization's success. Leaders influence the organizational culture, drive strategic decisions, and guide employees toward achieving common goals. Simultaneously, human resource capabilities—such as talent development, motivation, and strategic alignment—significantly impact an organization's overall performance. In this study, we delve into the intricate relationship between leadership orientation and human resource capabilities, examining how they collectively contribute to organizational effectiveness. By understanding these dynamics, we aim to shed light on strategies that enhance performance, foster employee engagement, and drive sustainable growth. Our investigation focuses on various leadership styles, including transformational, transactional, autocratic, charismatic, bureaucratic, and democratic approaches. We explore their impact on organizational outcomes, considering both positive and negative effects. Additionally, we analyze the interplay between leadership styles and human resource management strategies, seeking insights into how these factors jointly influence performance. Through a combination of primary research (quantitative surveys) and secondary research (literature review), we aim to provide actionable recommendations for organizations. By aligning leadership practices with human resource capabilities, organizations can optimize their performance, adapt to changing environments, and thrive in today's competitive landscape.

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.

Review of Literature

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

Charismatic Leadership

Charismatic leadership is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is considered to be motivational for the employees. But the major drawback of this style of leadership is that the followers are totally dependent on the leader and once the leader leaves the organization, they become direction-less. The problem worsens as charismatic leaders do not train their subordinates to act as their replacements in the future. This leadership style results in “happy followers, but few future leaders”. Thus, it can have a long -term negative effect on the organizational performance (Germano, 2010). (Ojukuku et al (2012) also stated similar results through their research. They conducted a quantitative research on the employees of twenty banks based in Nigeria through a survey questionnaire. The findings of their research suggested that the charismatic leadership bears a negative relationship with the organizational leadership. It does not motivate and induce the employees enough to retrieve the expected performances out of them. Originally derived from the Greek word charisma meaning “a divinely inspired gift,” charismatic leaders inspire followers by formulating and articulating an inspiring vision and by engaging in behaviors that suggest that they are extraordinary (Conger et al., 1997). Charisma is attributed to leaders who

create a vision of a more promising future, engage in unconventional behaviors, make self-sacrifices, take personal risks, and act confidently in most situations (Conger and Kanungo, 1987). As such, followers of charismatic leaders obey requests from the leader, are emotionally involved in the leader's mission and feel affection toward the leader (Yukl, 2006). Shamir (1992, 1995) suggests that people who follow from a distance also attribute charismatic qualities to leaders based on performance cues and shared stereotypes. Research in organizational settings has shown that charismatic leadership is positively related to employee performance, job satisfaction, and organizational commitment (Judge and Piccolo, 2004).

Hypothesis 1: Charismatic leadership influences employee motivation

Transactional Leadership

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

creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization. Based on the discussion the following hypothesis is proposed.

Hypothesis H2: Transactional leadership influences Employee job satisfaction

Transformational Leadership

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

skills, abilities, knowledge and motivation which is directed towards a prescribed behavior. The study conducted by the above mentioned authors indicated that transformational leadership enhances the overall development of the followers. The followers of transformational leadership associate with a self-defining and satisfying relationship with an individual or group. The idealized and behavioral charisma of the transformational leaders motivates the followers to identify with the leader (Jyoti & Bhau, 2015). The personalized relationship developed by a transformational leader develops an environment in which the employees feel happy and hence, their overall performance is improved. Hence, it can be said that transformational leadership and organizational performance are positively associated (Jyoti & Bhau, 2015). Sofi and Devanadhen (2015) stated that the transformational leadership has a significant impact on the performance of the organization. They conducted the research on the banking organizations with the help of statistical tools such as SEM and SPSS and reached to the above conclusion that transformational leadership has a direct positive impact on the organization's performance. Based on the discussion the following hypothesis is proposed.

Hypothesis H3: Transformation leadership influences employee job satisfaction

Employee Job Satisfaction

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

ratings of charismatic leadership. They are positively related to the significant achievements of the participants. According to Schien (2004), such leaders are principally responsible for the communication of direction and meaning among employees. Charismatic leadership has significant positive effect on both job satisfaction and organizational commitment. It is concluded from empirical evidence that charismatic leaders are viewed as higher performers as compare to less charismatic leaders because they have significant impact on job satisfaction and organizational commitment. (Samreen et al 2021). Transactional leadership is also termed an Authoritative leadership style. Exchange theory is concerned with transactional leadership through which leaders and followers determine the objectives and process of achieving the goals through the exchange of reward and the utilization of coercive measures to achieve organizational performance by the efforts of subordinates to follow the rules and regulations (Bass, 1985). This Leadership approach is based on reward and punishment. If the subordinates complete their task on time, they will receive rewards and punishment if they fail to complete the task (Naidu and Vander Walt. 2015). If the followers follow directions, positive appreciation is provided; if instructions are ignored, negative compensation will be received (Yahya and Ebrahim, 2016). Transactional Leadership maintains consistency by openly defining opportunities and allowing performance to attain these standards, which recover the productivity and confidence of employees (Daft & Lane, 2005). Albeit Epitropaki and Martin (2005) recommend, contrasted with the change management method, the transactional leadership approach has offered greater fulfillment and organizational credibility. (Abdul Mutalib, et al 2023). However, according to Boerner, Eisenbeiss, and Griesser (2007), the transactional leadership style offers more significant opportunities for staff members, achievement, including creativity. (Abdul Mutalib, et al 2023). Transformational leadership indicates a leader who strives to alter personnel to develop them into leaders; it promotes valuable and beneficial change in followers (Al Yahyaee, 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

Proposed Research Framework/Research Model

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

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

Methodology

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

Sampling: Define your target population and sampling strategy.

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

Model

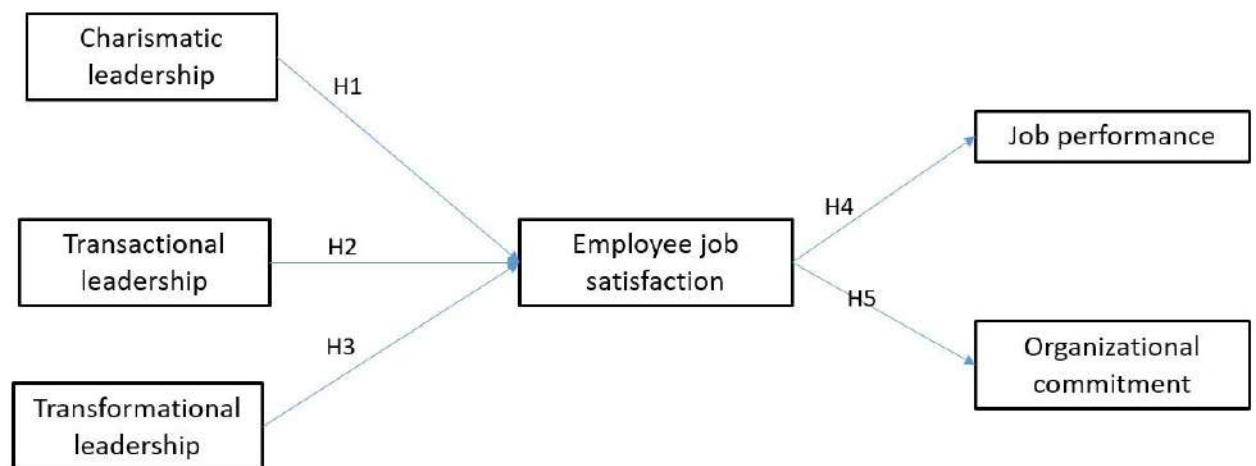


Figure 1: Proposed research framework

Questionnaire

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

Results and Analysis

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

Discussion

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

Conclusion

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

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Appendix

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