

## NAVIGATING LEADERSHIP FRAMEWORK: EMPLOYEE SATISFACTION UNDER CLASSICAL AND TRANSACTIONAL STYLES

**Dr. Shahbaz Hyder Mughal**

*Assistant Professor Institute of Business Administration,  
Shah Abdul Latif University, Khairpur, Sindh, Pakistan*  
[Shahbaz.hyder@salu.edu.pk](mailto:Shahbaz.hyder@salu.edu.pk)

**Dr. Muhammad Ali Brohi**

*Assistant Professor @ Department of Business Administration  
The Shaikh Ayaz University Shikarpur, Sindh, Pakistan*  
[Brohi.mali@saus.edu.pk](mailto:Brohi.mali@saus.edu.pk)

**Dr. Muhammad Asif Channa**

*Assistant Professor @ Department of Business Administration  
Mohtarma Benazir Bhutto Shaheed University of Sindh Campus Dadu, Sindh, Pakistan*  
[Asif.channa@usindh.edu.pk](mailto:Asif.channa@usindh.edu.pk)

**Dr. Benazir Solangi**

*Assistant Professor Department of Business Administration  
Shah Abdul Latif University, Shahdadt Kot Campus, Sindh, Pakistan*  
[benazir.solangi@salu.edu.pk](mailto:benazir.solangi@salu.edu.pk)

### Abstract

*Study investigates the relationship between classical leadership, transactional leadership, and employee job satisfaction in the telecommunications sector of Sindh, Pakistan. Data was collected from employees at Mobilink's Sukkur office using a structured questionnaire. Statistical analyses, including reliability analysis, descriptive statistics, and regression analysis, were conducted through statistical software. The findings highlight the significant influence of leadership styles on job satisfaction of employees of telecommunication sector, providing actionable insights for enhancing organizational effectiveness employees of telecommunication sector in Sindh, Pakistan*

**Keywords:** Classical leadership, Transactional leadership, and Employee job satisfaction

## 1. Introduction

### 1.1 Background of the Study:

Leadership styles play a pivotal role in shaping employee perceptions and organizational success. Classical and transactional leadership, characterized by structure and reward-based supervision, respectively, have distinct impacts on employee motivation and satisfaction. This study aims to explore these dynamics within the Pakistani telecom sector.

### 1.2 Introduction to Pakistan's Telecom Sector

If passing communication records in Pakistan, you will see that the development is a huge success for the division of communications before the division operates under the Publishing Section and the Telegraph of India. Pakistan Telecom zero improvement was completed. One step becomes through General Ayub Khan while Pakistan Telecom published and split up to take care of the personal and private growth growth departments. Pakistan Telephone and Telegraph

(PT & T) branch became to create recognition in telecommunications in 1962. Later in 1990 PT & T officially became Pakistan Telecommunications Agency (%).

Pakistan accounted for only limited telecommunications (percentage) to deal formally with the commercial communications company in 1996. Telecommunication quarter is divided into 4 departments that can be defined as: Pakistan Telecom is a limited company by far the number one sender of all telecom services in Pakistan. Pakistan Telecommunications Authority: is the supervisory authority that oversees business cards, operations, telephone and Internet staff and payment. It is also the source of license to a new set of agencies. Country of Telecommunications Employer: Availability of communications. Wataniya Telecom: give the telecom services agencies the power and the armed forces. Frequency Board allocation: frequency assigned to the operating agencies.

### 1.3 Current telecom players in Pakistan

Currently there are five players in the field of Pakistani communications who offer good deals to possible Pakistan people. Opposition among these 5 has resulted in the benefit of consumers. Call rates are very low in initial name assessment rates and create the latest packages every day and have been provided in addition to customers with customized programs designed in line with your needs. The players announced consistent with include the basic years:

- Mobilink
- Ufone
- Telenor
- Warid
- Zong

### 1.4 Mobilink

Mobilink was established on June 11, 1994, as a public joint stock company limited to Pakistan Telecom. The company is headquartered in Islamabad, Pakistan. The company is the first GSM-based organization in South Asia. Mobilink offers prepaid services, customer deployment and corporate branding. In addition, Mobilink also has an online banking service known as MobiCash.

Mobilink becomes the best player in the long-term market and usually has a monopoly of the primary engine in the market. Mobilink obtained a mass of 10 MHz spectrum for third technology On April 23, 2014, 3G services launched in Pakistan's major cities and now expand 3G insurance areas. Based on subscribers Mobilink was at the top of the five telecom companies. He leads the market with 334.2 million subscribers.

Mobilink is one of the first and largest mobile service providers in Pakistan. It's steadily evolving away, and now has 28 million subscribers getting to Pakistan's largest. Mobilink GSM offers a modern generation to its customers, retailers, and businesses. From the start, Mobilink was on an exceptional trip that has raised as much attention as possible making it possible.

### 1.5 Leadership

Leadership should not be underestimated. Everyone should find the direction that is going to be best for them and their subordinate style. What works on your superiors may not work for you and your team. However, if you take the time and analyze the different driving patterns and how they work in a different personality type, you have the best chance of success as a leader. Leadership should not be underestimated. Everyone should find the direction that is going to be best for them and their subordinate style. What works on your superiors may not work for you and your team. However, if you take the time and analyze the different driving patterns and how they work in a different personality type, you have the best chance of success as a leader.

### 1.6 Classical leadership

Many people assumptions on the best styles initiatives in the workplace. In essence, parenting, specific style of management cannot be thinner ugliest another addition. It is true indeed, the type of management style that best suits the organization depends on the association of alternative society organizations; the way employees interact in addition to the power and benefits of class business skills within society. There are different styles of authority leads naturally in the relationship; it will be closed, along with amazing features different skills, qualities, and correspondence. Therefore, it is essential that the pioneers understood. In the distinctive style of administration should be displayed or avoid. Of course, style is an innovative system that a person shows by adding verbal non-verbal communications. It combines a representative person or team approach. Each heading style can also plug into specific aspects of the characters leader. Personality type need helpful chances are that this is just the tip of the iceberg despotic or bureaucratic management style make it, while type B is an opportunity to practice right now or style free enterprise Pioneers most shows some of standard features in all styles of entitlement combined enterprise. This is normal as an example, need help specific management style or other causes some people.

Understand the benefits are also two styles authorities disadvantage main advantages: It is possible to distinguish between styles who led innovation influence these representatives also, secondly, it is considered an authoritative finding more impressive success.

### 1.7 Transactional leadership

Transactional leadership, also known as the chief manager, centered around supervision, organization, also works; Transaction style will be heading headline about making this agreeability Toward fans paying everything What more disciplines push the power. Unlike transformational leaders, not a transactional entity approach looking at changes in the future, they look to keep things the same. Office use transactional business Similarly model to pay attention to supporters of participation) feeds the application from errors also Figure deviations. This type of essential real emergency emergencies also includes those that require action to be conveyed in a certain way.

## 1.8 Employee job satisfaction

Complementing the work need to be alternately characterized in several separate paths workers. Some trust basically very different from each other as much as whether different is his work, in different words, if the profession in separate parts in second alternate in the workplace, for example, such that nature worth or supervision. Others think it may not be exactly as simple as it is important to also apply Rather, it includes multi-dimensional mental reactions at work. Experts also pointed out that measures their duties vary in the extent to which emit emotions over this appointment (special feeling of job satisfaction). Otherwise, the information around a specific occupation (job satisfaction cognitive)

## 1.9 Problem statement

In many organizations, including service-oriented firms like Mobilink Pakistan, challenges in customer relationships and customer behavior often stem from internal organizational dynamics, particularly employee dissatisfaction. Poor employee morale and disengagement can adversely impact service quality and ultimately affect customer satisfaction. One significant factor influencing employee satisfaction is leadership style. Despite the recognized importance of leadership in shaping workplace attitudes and behaviors, there remains a gap in understanding how classical and transactional leadership styles specifically impact employee satisfaction within the context of Pakistani telecom organizations. This study aims to address this gap by examining the influence of these leadership styles on employee satisfaction at Mobilink Pakistan.

## 1.10 Significance of study

Upon completion, the findings of this study will help motivate organizations in Pakistan to adopt more appropriate leadership styles that align with the diverse satisfaction needs of employees. Since employee satisfaction is not uniform and varies across individuals, identifying the most effective leadership approach be it classical or transactional will support organizations like Mobilink in improving employee engagement and performance. This research will provide actionable insights for top management to enhance organizational effectiveness through leadership strategies. Moreover, it will contribute to the broader body of knowledge in leadership and human resource management within the Pakistani corporate context.

## 1.11 Objectives of the Study

1. To examine the impact of classical leadership on employee job satisfaction.
2. To assess the influence of transactional leadership on employee job satisfaction.

## 1.12 Research Questions

1. What is the relationship between classical leadership and employee job satisfaction?
2. How does transactional leadership affect employee job satisfaction?

3. Is there any relationship between leadership style and employee job satisfaction?

## 2. Literature Review

### 2.1 Classical Leadership

Classical leadership focuses on authority, order, and a structured approach to management. Previous studies suggest that this style can improve task performance but may limit creativity. According to (Avery & Bass, (2010, 2005).), a representative of a group represents a source of guidance to the man's elder, or "daughters". It can be clear that one way of schools or other goals should be brought forward. Generally speaking, opposition workers work under the direction of the President of the Old Testament, not to mention the laws and to make rules or events, if any, listen to and respect the head (s). Guidance is measured for the perfect or love, or the privileges of each other.

Leaders and followers accept the employment leader (s) suitable for people to see where the former president is working well. Any kind, topic and shepherd (Avery, 2004), the benefits of their activities outside analysts on key obstacles. When the first chief with caution is especially complex if there is complicated situation and is unable to control a person directly from the ability and control each move; or, even after responding to the conversion conditions If the followers of some followers are required to meet the commitment; or the trick of other factors began to dissipate the factors, party supporters never led, or sold the idea with determination. As another problem, a position based on the program is "the best man or woman," to show how to do enough to take the first step. It can inspire the audience to make meaningful and leadership. Try to maintain a strong retirement, no leader has to bear health results and provide a new contribution to the office (Avery, 2004). In the past, Lead Avery (2004) is often the leader to promote the status of ruling rule; to include the following in the never-or-so-determined commitment system. Leaders do not allow burdens to give almost all their power within the company. Former generations of commonly used Firiki are a law given unusual permission. Vacate offers determination or dedication to leadership. Events are common and are seen as expected. Many of the leaders expected this meeting.

### 2.2 Transactional Leadership

Transactional leadership emphasizes reward and punishment as tools to drive performance. This style fosters compliance and short-term goal achievement but may lack motivational elements for long-term engagement. Managers, that is, a settlement agreement, an observer. "Signals" are interactions. This is why (Ayuulu Bass, 1994) is very important to reward the supporters of the mayor. Other operations may be corrected or reinforced by the biggest issues they want to be a specific leader, who are required to manage your exceptionally (Bass 1985, 2004 Avery) requirement. We believe that their leaders are focused on these people and the people, dealing with the needs, needs and intentions. He then explains how motivation has stimulated your needs and your followers in the sequel to which the artist can meet the picture. It is safe to drive, acceptance or commercial permits respect and respect, cash prizes, commendations and resources, or disciplinary actions (Ey Jones Bass, 2003).



In general, the low-order direction of the transaction management depends on the trust and the maximum capacity available to the fans. Leaders have been trying to influence the spectators to get special effects to meet their fans as part of the negotiations. Directly encourage directors to expose their ability to influence, control, expand, and use the combined genius as followers. Even though the deal may have to "sell" the future and predict that the director will be required to project current operations. The main point is the rewards, and Max is quick and urgent (Avery 2004). (From 2004) Avery distribution, a fashion meditation agreement, eliminates many obstacles placed by classical followers. Using this technique, you can get cuneiform records and more ideas, and make fans more entertaining and understand their aspirations. However, practice has led to their own limits. Firstly, observers may limit the control of the engagement to restricting their ability to participate in periodic monitoring objectives. Because some protesters are out of the protest, except for an operator's correction control intervention and their overall performance (Bali, 1992).

Second, rapid change and uncertainty, if you're not ready to tell the deal management venture fans and fans have their discipline and commitment (Fear 2001, 2004), especially the limited potential deal and The need for more complex situations for negotiations, in the form of guidance and reproduction changes (General, 1985, January 99 8). Time consultation with men or women, but the decision makers will continue to make the final decision. Leaders can not reach many followers. The power organs should contribute more to the abandonment of energy or to a hard job opportunity. The class leaders are mostly dealing with bowel idea leaders, leased private workforce, but less professional corporations.

It was a leader in understanding the foundations of classical followers better. Providing dedication followers come from prize money, and agreements expected discussion with the boss. Activity in the corporate becomes so common and predictable. The Agency is managed by leaders quite often (Avery, 2004) The management of a commercial transaction in the procedure. It is possible to count miles strengthening staff primarily based on performances. This motivates subordinates by appealing to their private aspirations, based entirely on financial transactions instrumental. leaders Transnationally typically use organizational bureaucracy, politics, power and authority to maintain control; authoritative leadership style now known (Bennett, 2009) senior students control (Bass, 1985, 1998). Was) (Podsakoff, 1990) diagnosis of conditional award, which consists in the fact that the leaders will clarify roles and predictions about the assignment, and it is expected that the Bag'ishlovchilarni awards and contracts to talk to the boss. Our activities have become so widespread and unpredictable.

The agency is often led by leaders (Avery, 2004). In this process, the management of our operations. Kilometers of personnel, first, to drive performances can be calculated. This appeal subordinatsiyani to the aspirations of its own, based entirely on the implementation of financial transactions. Cross-border management over long distances to ensure control of bureaucracy, politics, power and authority; (Bennett, 2009), a high level of student control (Bass, 1985, 1998). (Podsakoff, 1990), conditional grant diagnosis, task task description leaders, and compliance with contractual obligations and contingent liabilities of management as the most representative actions ("Podsakoff", 1990) "The exception to this is the case of protection or non-material exchange (eg salary increase) or intangible (as) the popularity of their products."

The Transformational and Transformational Leadership "(Bass, 1985, 1998) Laxavichyen, Fredendall and Cantrell, werden and Holtzhausen 2009, 2009, 1994) Download Vera Crossan'a (2004) says that the true leaders of the style of leadership writing and In addition, some of the students (eg, Avolio, Bass, 1999, 1998, 1999) pointed out bashchiq to establish operations in their Operation, based on the result of the change of leadership, so the argument is known to contribute to design efficiency and fans (Bass, 1998, p 5). Transformation and operational.

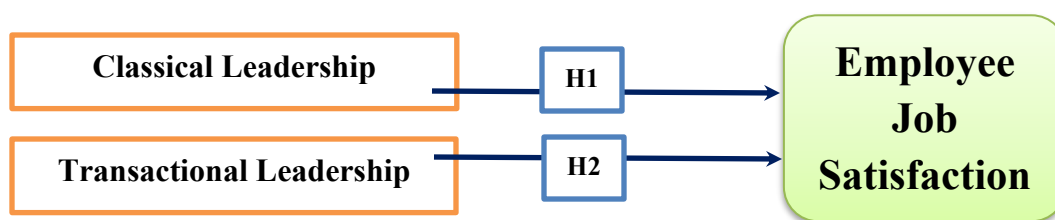
### 2.3 Employee job satisfaction

Spiritual and ethical leader values are deeper appreciation. Andrews (2003), respectively, influenced the aspirations of the people who led the effective leaders to be proud of their pace. Paying attention to the leader's attention and dedication and volunteering as a victim of imagination and truth. Sillier, Eden and the Embassy (2008) provide explanations for the impact of ideology on the pursuit of aggression and create strong responses to property and duty. This catalyst is a supported leader, especially in the theory of theories of power, any idea that has a greater impact on success of its friends. The responsibilities and affiliation you want to use, the needs of each component and the Herzberg idea are supported by Hierarchy of Maslow.

Peerbhai (2005). And Walter Bruch (2007: 712), however, argues that the effect of the reassessment effect may appear to be somewhat higher than the average rate. This happens in a logical place limited to hierarchical organizational policies. The influence of the Glamor expectation on the ability to communicate with the modern team has diminished its impact and led to the sale. After that, these powers are limited and ready to meet your expectation.

Its managers Silliers, Eden, and the Embassy (2008: 261) also claim that accurate and accurate information for accurate and straightforward purposes is the ideal behavior of fans. The following function should be a joy of intellectual stimulus activities and constraints.

### 2.4 Conceptual Framework:



### 2.5 Hypotheses

**H1:** Classical leadership has positive relation with employee job satisfaction.

**H2:** Transactional leadership has positive relation with employee job satisfaction.

### 3. Research Methodology

#### 3.1 Research Design

The study utilized an exploratory design, targeting Mobilink employees to understand the dynamics of classical and transactional leadership styles. exploratory research is research conducted for dilemma or problem that has not been defined clearly, it helps to determine the best research design, data collection methods and selection of subjects.

#### 3.2 Data Collection

A structured questionnaire with 10 items for leadership styles and 9 items for job satisfaction was used. Responses were measured on a five-point Likert scale. The total items for the questionnaire are 19. To ensure the adequacy of the instrument and to increase the validity and reliability of 19 editions in the context of two pilot studies conducted with 100 employees, he is working at Mobilink after each test phase, the results are discussed with academic experts. In the second stage of the pilot study, factorial and regression analysis verified the MSA (measuring sampling adequacy) or the square test can be validated to meet the assumptions of the factor analysis Correlation between independent variables also verified that any multiple linear co-integration.

#### 3.3 Research Scale

Five-point Likert scale were used in questionnaire, starting from: Strongly disagree, Disagree Neutral, Agree and Strongly agree.

#### 3.4 Sample size determination technique

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{100}{1 + 100(0.05)^2} = 80$$

The sample size was determined using a standard formula, resulting in 80 respondents.

#### 3.5 Statistical Analysis

Data was analyzed using SPSS 20. The following methods were applied: Descriptive statistics, Reliability analysis, Data reduction technique, Correlation analysis and Regression analysis.

### 4. Results and Discussions

To gather required initial information the objective population was reached and contacted. mainly the questionnaire which is used in this research consist of two major categories one was the demographics of the respondents i.e. age, Qualification, gender and the number of years



working in his field and the second portion is consist of questions on dependent and independent variables of leadership styles and employees job satisfaction of Mobilink head office Sukkur Sindh Pakistan.

#### 4.1 Reliability Analysis

When anyone selects the scale for research purpose in his/her study he/she must determine whether that scale is reliable or not. For knowing the selected questionnaire is reliable we must run reliability test.by doing this we can find the internal consistency among the questions more precisely we can ask that are they measuring what they intend to measure. Cronbach's Alpha must me .70 it is the minimum requirement. (PALLANT J.). The Cronbach's Alpha for the classical leadership scale was 0.72, and for transactional leadership, it was 0.75, indicating good internal consistency.

**Table 4.1 Reliability Statistics**

Variable	Cronbach's alpha	N of items
Classical Leadership	0.7	5
Transactional Leadership	0.72	5

#### 4.2 Descriptive Analysis

The descriptive analysis showed that classical leadership had a mean score of 3.4 (SD = 0.8), while transactional leadership had a mean score of 3.7 (SD = 0.6). Employee job satisfaction recorded a mean score of 3.6 (SD = 0.7).

**Table 4.2 Descriptive Statistics**

Variable	Mean	Standard Deviation
Classical Leadership	3.4	0.8
Transactional Leadership	3.7	0.6
Employee Job satisfaction	3.6	0.7

#### 4.3 Regression Analysis

Regression analysis revealed the following statistics:

**Table 4.3 Model Summary**

R	R Square	Adjusted R Square	STD error of the estimate
0.65	0.42	0.4	0.45

R (0.65): Indicates a moderate positive relationship between classical and transactional leadership and employee job satisfaction. R Square (0.42): Suggests that 42% of the variance in employee job satisfaction can be explained by classical and transactional leadership. Adjusted R Square (0.40): After accounting for the number of predictors, 40% of the variance in job satisfaction is explained. Std. Error of the Estimate (0.45): Reflects the average deviation of the observed data points from the regression line.

**Table 4.4 ANOVA**

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	12.5	2	6.25	27.17	0.00
Residual	17.5	77	0.23		
Total	30	79			

Regression Sum of Squares (12.5): Represents the variability in job satisfaction explained by classical and transactional leadership. Residual Sum of Squares (17.5): Represents the unexplained variability in job satisfaction. F-Statistic (27.17): Indicates the overall significance of the regression model. A high F-value and a p-value (Sig.) of 0.000 suggest that the model is statistically significant.

**Table 4.5 Regression Coefficients**

Model	Unstandardized Coefficients	Std. error	Standardized Coefficients	T value	Sig.
Classical Leadership	0.35	0.12	0.35	2.92	0.02
Transactional Leadership	0.4	0.11	0.4	3.64	0.01

Classical Leadership (B = 0.35, Beta = 0.35): Shows that for every unit increase in classical leadership, employee job satisfaction increases by 0.35 units. The effect is statistically significant (p = 0.02). Transactional Leadership (B = 0.40, Beta = 0.40): Indicates that a unit increase in transactional leadership increases job satisfaction by 0.40 units. The effect is statistically significant (p = 0.01). Conclusion for both classical and transactional leadership styles positively and significantly impact employee job satisfaction, with transactional leadership having a slightly stronger effect.

#### 4.4 Discussion

The findings support the hypotheses, demonstrating that both classical and transactional leadership styles significantly influence employee job satisfaction. Classical leadership provides clarity and structure, while transactional leadership motivates through rewards. The perceived

leadership and employee satisfaction at work can be a critical factor in the performance and effectiveness of the organization. Dissatisfaction, which was caused by an unsatisfactory working environment, can lead to employees seeking other issues within the organization to justify leaving their jobs. In some cases, employees can emotionally withdraw from their organization because of dissatisfaction caused by factors such as lack of growth opportunities within the organization (Locke and Crawford, 2004).

## 5. Conclusion

Classical and transactional leadership styles are critical determinants of employee job satisfaction in the telecom sector. Organizations must balance these styles to optimize employee motivation and performance. The findings of this study underscore the importance of aligning leadership behavior with the evolving expectations of the workforce to maintain a productive and committed employee base. In a competitive industry like telecommunications, effective leadership can serve as a strategic tool to reduce turnover, enhance service quality, and improve overall organizational outcomes. Therefore, adopting a contextually suitable leadership framework is not just beneficial but essential for long-term sustainability and employee well-being.

## 6. Recommendations

- Encourage training programs to enhance leadership effectiveness.
- Implement a balanced approach to leadership by integrating structured management with motivational rewards.
- Conduct regular employee feedback surveys to assess satisfaction levels and leadership impact.
- Promote a culture of open communication to bridge gaps between leadership and employees.
- Align leadership development initiatives with organizational goals and employee expectations to ensure sustainable growth and satisfaction.

## 7. Limitations & Future Research

This study was limited in several ways that may affect the generalizability of its findings. Firstly, it focused exclusively on a single organization Mobilink/Warid Pakistan and employed a relatively small sample size. This narrow scope may not fully represent the broader employee experiences within the telecommunications sector or other industries. Secondly, the study was cross-sectional and restricted to data collected during the specific year, which limits its ability to capture changes over time. Thirdly, the study only examined the telecommunications sector, and thus the results may not be directly applicable to organizations in different industries with varying work cultures and leadership dynamics. Finally, time and resource constraints further limited the scope of data collection and analysis.

## 8. Future Directions

Future research should aim to expand the scope by including multiple organizations across various industries to improve generalizability. Comparative studies involving sectors such as banking, healthcare, and education could offer broader insights into how leadership styles influence employee satisfaction in different contexts. Additionally, employing a longitudinal design could help examine changes in employee satisfaction over time in response to evolving leadership strategies. Incorporating qualitative approaches, such as interviews or focus groups, may also provide deeper insights into the nuances of employee perceptions. Further, future studies may consider moderating variables such as organizational culture, gender, or generational differences to better understand their impact on the leadership–satisfaction relationship.

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