



**NEAR EAST BANK**

**INSTITUTE OF GRADUATE STUDIES**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
SATISFACTION AND ORGANIZATIONAL PERFORMANCE DURING  
COVID-19**

**MASTER THESIS**

**NASSIA SAFA ROBLE MOUSSA**

**Nicosia**

**June, 2022**

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**NASSIA SAFA ROBLE MOUSSA**

**Supervisor  
Dr. Laith Tashtoush**

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June, 2022**

### Approval

We certify that we have read the thesis submitted by **NASSIA SAFA ROBLE MOUSSA** titled **THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE DURING COVID-19** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

Examining Committee	Name-Surname	Signature
Head of the Committee:	Assist. Prof. Dr. Ayşe Güzde Koyuncu	.....
Committee Member*:	Dr. Ala Fathi Assi	.....
Supervisor:	Dr. Laith Tashtoush	.....

Approved by the Head of the Department

/ /2022

.....

Head of Department

Approved by the Institute of Graduate Studies

...../...../20...

Prof. Dr. Kemal Hüsnü Can Başer

Head of the Institute

## **Declaration**

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East Bank. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this research.

NASSIA SAFA ROBLE MOUSSA

/ /2022

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**NASSIA SAFA ROBLE MOUSSA**

**Abstract****THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
SATISFACTION AND ORGANIZATIONAL PERFORMANCE DURING  
COVID-19****Moussa, Nassia Safa Roble****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****June, 2022, 91 pages**

Covid-19's repercussions the global economy has changed dramatically as a result of the pandemic era. Several business strategic plans that had been painstakingly crafted on a tight timetable saw significant revisions. In order to retain company sustainability in the industrial era, service organizations, particularly the banking industry, must guarantee that modifications are still relevant to fast changing consumer needs. This research aims to examines the relationship between leadership styles (transformational leadership and transactional leadership) on employee job satisfaction and organizational performance during covid-19. Employees from Jordan's banking sector will make up the research population. The overall number of employees in Jordan's 16 banking sectors was 20,756, according to the Amman Stock Exchange's annual report for 2020. The sample size was 394. The results of this revealed that leadership styles and its two dimensions (transformational leadership and transactional leadership) are directly and positively correlated with job satisfaction and organizational performance even in the covid-19 situation. The results of the mediation analysis show that job satisfaction significantly mediates the relationship between leadership styles (transformational leadership and transactional leadership) and organizational performance.

**Keywords:** leadership styles, transformational leadership, transactional leadership, organizational performance, job satisfaction.

**ÖZ**  
**THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
SATISFACTION AND ORGANIZATIONAL PERFORMANCE DURING  
COVID-19**

**Moussa, Nassia Safa Roble**

**Supervisor, Dr. Laith Tashtoush**

**MA, Department of Business Administration**

**June, 2022, 91 pages**

Covid-19'un küresel ekonomi üzerindeki yansımaları, pandemi döneminin bir sonucu olarak önemli ölçüde değişti. Sıkı bir zaman çizelgesinde özenle hazırlanmış birkaç iş stratejik planında önemli revizyonlar yapıldı. Endüstriyel çağda şirket sürdürülebilirliğini korumak için hizmet kuruluşları, özellikle bankacılık sektörü, değişikliklerin hızla değişen tüketici ihtiyaçlarıyla hala ilgili olduğunu garanti etmelidir. Bu araştırma, covid-19 sırasında liderlik tarzları (dönüşümcü liderlik ve işlemsel liderlik) çalışan iş tatmini ve örgütsel performans arasındaki ilişkiyi incelemeyi amaçlamaktadır. Ürdün'ün bankacılık sektöründen çalışanlar araştırma popülasyonunu oluşturacak. Amman Menkul Kıymetler Borsası'nın 2020 yılı yıllık raporuna göre Ürdün'ün 16 bankacılık sektöründeki toplam çalışan sayısı 20.756'ydı. Örneklem büyüklüğü 394'tü. Bunun sonuçları, liderlik tarzlarının ve bunların iki boyutunun (dönüşümcü liderlik ve işlemsel liderlik) birbiriyle ilişkili olduğunu ortaya koydu. covid-19 durumunda bile iş tatmini ve örgütsel performans ile doğrudan ve pozitif bir ilişki içindedir. Aracılık analizinin sonuçları, iş tatmininin liderlik stilleri (dönüşümcü liderlik ve işlemsel liderlik) ile örgütsel performans arasındaki ilişkiye önemli ölçüde aracılık ettiğini göstermektedir.

**Anahtar kelimeler:** *liderlik tarzları, dönüşümcü liderlik, etkileşimci liderlik, örgütsel performans, iş tatmini.*

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## **CHAPTER I**

### **Introduction**

Covid-19's repercussions the global economy has changed dramatically as a result of the pandemic era (Leyer et al 2020). Several business strategic plans that had been painstakingly crafted on a tight timetable saw significant revisions. In order to retain company sustainability in the industrial era, service organizations, particularly the banking industry, must guarantee that modifications are still relevant to fast changing consumer needs (Charalambous et, al., 2018). Banking clients' tastes in doing banking transactions changed during the pandemic era. Online banking transactions are becoming more common, and manual transactions at traditional branches are becoming less common (Mikkelsen 2019). Prior to the Covid-19 era, the Indonesian banking industry was undergoing digital transformation and was improving. Public and private banks are competing to improve client transaction experiences by launching a slew of new technology-based products, including AI-powered apps and chatbots. However, in the Covid era, banking executives are making adjustments in response to changing client demands by supporting the acceleration of the digital transformation process (Choi et, al., 2019).

In order to create a culture of mission fulfilment and stability, leadership is a critical functional mechanism in a company. Employees and leaders have a strong relationship, and Leadership Styles (LS) guides and supports employees to achieve company goals (Elhajj, 2013). Leadership is critical in political, corporate, and military organizations to ensure effective functions and mission completion. As a result, the term "leadership" has a variety of definitions, indicating its importance in diverse industries to achieve goals and double productivity (Levine, 2000). Leadership, according to Hester (2013), is a source of keeping organizational functions running even during emergencies. Strategic and vigorous leadership can help deal with day-to-day issues in today's dangerous and unpredictable climate. For this reason, Hao and Yazdanifard (2015) emphasize the importance of influential and strong leaders in overcoming organizational challenges in order to support their commerce as commerce owners around the world, and leadership as the most important determinant of capacity creation and trade development. As Iwata et

al. (2017) and Muhaisen et al. (2020) have demonstrated, effective leadership is generous in involving their subordinates. Employees follow leaders to achieve company goals because they have good attributes and characteristics that set them apart from others. Integrity, compassion, compatibility, teamwork, and other people are only a few of the key characteristics that ensure that the mission's objectives are met. In general, Schuetz (2017) identifies three viable leadership options: (i) developing a solid relationship between leaders and employees; (ii) strategic planning and motivating squad members to voice their opinions.

Several studies have linked goal achievement to good leadership, which possesses certain characteristics that focus on all elements of achieving the organization's objectives. In this regard, Leonard (2018) views employee job satisfaction (JS) to be one of the most important variables in achieving predetermined goals. Existing research on organizational development leadership recognizes diverse LS as a crucial avenue to achieving desired goals for this purpose. As varied styles are assumed as practical and beneficial to comprehend the issue, facilitate the employees, and improve the working environment, broad theories on leadership assume diverse styles as practical and useful (Diaz & Mazuera, 2015). The Transformational Leadership style (TL), for example, is credited with generating new ideas, encouraging teamwork, sharing opinions, and effectively dealing with crises. TL is more adaptable, motivating, and believes in employee opinions than pragmatic leadership (Moradi Korejan & Shahbazi, 2016). So, in today's environment, when the entire world is dealing with the Covid-19 global healthcare crisis, many people see TL as a beneficial tool for resuming organizational activities by assisting employees and maintaining business strategies (Khalid & Ali, 2020; Salloum et al., 2019). Because the task gets more complex during crises, requiring disproportionately more effort, communication barriers also obstruct activities, which only TL can overcome. Significantly, TL behavior affects employees' trust and job happiness when institutions are closed and work is disrupted, such as during Covid-19. As the concept goes, TL traits are very strategic, facilitating employees on all levels and assisting them in overcoming all potential barriers to overcoming existing issues (Ahmad & Sarah, 2019). As a result, by considering existing organizational difficulties during Covid-19 (Laszcz-Davis, 2020), as well as the potential features of transformative leadership (Karaca et al., 2013).

JS, according to Robbins (2017), is described as an individual's overall attitude toward his or her job. JS is a multidimensional phenomenon influenced by internal and external factors such as personal values, life principles, personality, as well as expectations of the nature of work, career opportunities, salary and remuneration, leadership style, and other related factors, according to numerous studies and research (Belial 2014). JS is influenced by a mix of job characteristics, work environment, and organizational features, according to past studies. Recent research, however, has identified social elements such as moral worth, organizational commitment, and corporate social responsibility as factors that influence employee satisfaction (Rahman, 2016). The word "JS" relates to people's attitudes and sentiments toward their jobs. JS is shown by positive and favorable views toward the job (Armstrong, 2006). JS is a sensation that arises as a result of one's work (Aziri, 2011). Various research has confirmed the link between organizational commitment, JS, and job performance, but the degree of the link varies. The majority of research identified a link between organizational commitment and job performance, with stronger commitment leading to better results (Abdul Rashid et al., 2003; Rotenberry & Moberg, 2007; Fu & Deshpande, 2014). The topic of JS is inextricably linked to the elements that influence it, particularly the factors that exist in an active work environment. These factors include superiors' LS toward their subordinates. This aligns with Robbins' (2018) definition of leadership as "the process and ability to influence a group toward achieving the vision, setting and attending to common goals in the context of the group," and "leadership as the ability to influence a group of members to work toward goals and objectives." The LS will have an immediate impact.

The notion of Organizational Performance (OP) can be simply explained as a cumulative output of all the organization's performed activities. It also entails an accrual of multidimensional constructs which are impacted by various organizational strategies and activities. Superior performance is reliant on the "fit" quality between the strategic orientation of the organization and the resources that it possesses (Masa'deh et al., 2016). It is also reliant on the capacity of the organization in being good at innovation, in safeguarding its intangible knowledge assets, as well as in using these assets (Luxmi, 2014). OP is viewed as the organization's capacity in accessing and handling a variety of organizational resources for the attainment of its goals and objectives (Smriti and Das,

2018). Scholars generally agree that a system of performance measurement is necessary for organizations since it makes available to the organization the information regarding their operation quality, assists in the strategic plans development, and assesses the fulfillment of organizational goals (Obeidat and Otibi, 2015).

The banking industry has recently evolved to be categorized as a service industry rather than a finance industry, because most bankers feel they are financial specialists who compete based on their financial expertise rather than the quality of service delivered. However, the reality is that the quality of the banking sector is determined by client happiness. As a result, personnel in the banking industry serve as the primary point of contact for consumers. As a result, maintaining highly committed employees is critical for fostering the required performance that aids in achieving high customer satisfaction (Al-Shobaki et al., 2010). As Al-Shobaki et al. (2010) cited from research that investigated the customer point of view to assess the quality of the banking sector and revealed a gap exists between the expected quality and the provided one, such demand is highly required in Jordan's banking sector. This research examines the relationship between LS (TL and TAL) and OP in Jordan's banking sector, as well as whether this relationship is mediated by JS during covid-19.

### **Research Problem**

The COVID-19 Pandemic continues to destructively impact countries throughout the world, and society feel stuck in a strange situation indeed. This situation triggered a worldwide crisis in the wake of the global pandemic, which has touched every angle of our lives, family, education, health, work, and even further, the relationship of leader and follower (Hinojosa et al., 2020). When people adapt to work on new realities, leaders in companies play a key role in framing the experiences of employees at the workplace during and post-pandemic (Ngoma et al., 2020). In most companies, the physical interaction between subordinates and leaders was disturbed by COVID-19 (Hinojosa et al., 2020). Leaders through their managerial level of communication still have a strong impact to follower performance, behavior, and emotional distress (Wu & Parker, 2017). In the modern society, turnover intention has quickly become one of most important management issues, because it affects the integrity of company performance which induce



the generally increasing trend of employee turnover worldwide (Sanjeev, 2017). For example, Park and Pierce (2020) argued that an average level of employee turnover in child welfare organizations varies from 20% to 57% a year, even 100% in several research (Fulcher & Smith, 2010), and research recorded that as long as 2 years approximately 41% of employees were out of their jobs (Fallatah et al., 2017).

In the midst of COVID 19 pandemic, many companies reduce employee salary or even dismiss their employees to maintain stability and financial balance (Almeida & Santos, 2020). Then, so many job vacancies were closed because many businesses went bankrupt (Han & Goleman, Daniel; Boyatzis, Richard; Mckee, 2019). These things will impact the intentions of employee to resign from their current organization (Baum et al., 2020). People will keep having negative responses to survive in COVID 19 pandemic situations (ILO, 2020), the important things are how they and their family stay healthy, being not stress, and that their daily needs are met (ILO, 2020). This leadership style really helps to make the work environment optimal in articulating beauty of the vision, improving performance of employees and the organization as a whole (Yanney, 2014). Managers are advised to consistently improve effective communication and teamwork competency (Fernando & Wulansari, 2021).

Furthermore, leaders must accomplish activities to increase employee's morale, and establish roles for groups or individuals in achieving goals (Awan & Mahmood, 2010), and style is one of the ways a leader characterized to handle organizational matters. Various styles can be applied in leadership, and each style has a series of advantages and disadvantages, and each are different from each other (Randeree & Chaudhry, 2012), difference in work set will direct leader to implement different style (Tajaddini & Mujtaba, 2011), and different places will also need different style in implementations. In this research has identified several problems including religious issue, lack of career advancement, employee JS, and leadership implementation. As a result, this research adds by empirically analyzing the mediating role of JS with LS (TL and TAL) and OP among banking sector employees in Jordan during Covid-19.

## **Research Significance**

The findings of this research are expected to provide major theoretical and practical advances to the field of LS and OP.

By using the JS as a mediator in the Banking industry in Jordan, we evaluate if the dimensions of LS (TL and TAL) and OP among employees working in the banking sector in Jordan during Covid-19. Furthermore, the research seeks to benefit Jordan's banking sector by identifying the causes of low OP and assisting them in developing and designing a framework to affect their employees toward their work, hence influencing their JS. This research could also serve as a resource for individuals interested in conducting research in this area.

## **Research Questions**

The research questions are next investigated using the conceptual framework, which entails the transformation of the research questions into hypotheses and the selection of relevant tools and methodologies for empirical testing. As a result, in order to fulfill the above-mentioned goals, this research aims to answer the following research questions:

1. Which of the elements of the LS (TL and TAL) through JS could influence OP in Banking sector in Jordan?
2. How could the TL affect JS and OP?
3. How could the TAL affect JS and OP?
4. How could the JS affect OP?

## **Definition of Key Terms**

**Leadership Styles:** the meaning of the word leadership is sometimes influenced by what it is intended to encompass, it does not have a singular definition. The following are Taffinder's (2006) definitions of leadership: "a basic meaning: leadership is convincing people to accomplish something they've never done before, don't believe are feasible, or don't want to do," says the author. He described leadership in the context of an organization as "the action of committing employees to devote their best to the business's

mission." While taking a more complicated and correct approach, he notes that "you only recognize leadership by its consequences - the fact that individuals or a group of people begin to behave in a certain way as a result of someone else's activities."

**TAL** The transactional leaders, as defined by Burns (1978), detect their followers' expectations and respond by establishing a strong link between work and reward. When subordinate performance has to be improved, the leader is given the authority to review, correct, and train them, as well as to reward effectiveness when the desired goals are met (Couto 2007).

**TL** The goal of transformational leaders, according to Bass (1990), is to empower their followers and urge them to "do more than they were initially supposed to do." Transformational leaders inspire their people to achieve better levels of performance, put in more effort, and demonstrate greater dedication.

**JS** is the emotional pleasure one gets from carrying out one's professional responsibilities (Locke, 1969). JS is influenced by a variety of factors, including job responsibilities, working environment, compensation, recognition, and connections with colleagues and supervisors.

**OP:** Stankard (2002) clarified that this does not refer to the performance of the organization's individual pieces or units, but rather the sum of all interactions that occur inside the organization.

## CHAPTER II

### Literature Review and Hypotheses Development

#### Leadership Styles

According to Siagian (2014), leadership is defined as a person's ability to influence others, in this example his employees, in such a way that others want to do the leader's will even if it is not popular. According to Robbins and Timothy (2018), leadership is defined as the ability to persuade a group of people to cooperate toward a common goal. Leadership style refers to how a leader gives guidance, implements plans, and motivates others. Leadership style, according to Ranupandojo and Husnan (2002), is a pattern of conduct that is designed to integrate organizational goals with individual goals in order to attain a certain purpose. In the research of leadership, research and leadership theories can be classed as approaches to behavior, behavior, and contingency. According to Thoha (2013), a person's leadership style is the standard of behavior he or she employs when attempting to influence the behavior of others. According to Rivai (2014), LS is a set of characteristics utilized by leaders to persuade subordinates to achieve the organization's goals, or it can also be defined as a pattern of behavior and methods that a leader enjoys and employs frequently. Some leadership skills could be tested in the selection of managers and cultivated in the training of managers to carry out future tasks. Effective leadership, in essence, is leadership that delegated authority.

Leadership theory and organizational theory have become critical tools for executing operations in organizations (Stogdill, 1974). Regardless of the organization's aim and mission, all internal members must take responsibility for leadership. As a result, a company or organization needs a leader who can set an example for other personnel. Leadership is a technique for influencing existing activities, primarily in the context of guiding organizations and groups toward long-term goals (Mitchell & Scott, 1987). Pigors defines leadership as "a motivational process that directs human usability in pursuing shared goals through the successful interplay of diverse individual variants" in his book "Leadership and Domination" (Pigors, 1933). Organizational theory is a field of research concerned with the systematic cooperation of various people in order to accomplish

predetermined goals (Lewis & Abdul-Hamid, 2006). According to historical records, the concept of organization has grown at a rapid pace up until the contemporary era. The structure of relationships, authority, goal, and role, as well as the communication involved in cooperation, are the classic definitions of an organization (Schwartz, 2018). The delegation of rigid and non-innovative centralized, specialized, and structural responsibilities is remarkable in traditional organizational philosophy (Lamond, 2003; Spender & Kijne, 2012). In neo-classical organizational theory, the psychological and social aspects of employees as members of workgroups are stressed. In neo-classical organizational theory, the emphasis on each internal member of the organization's participation points in decision-making, job enlargement, and the opportunity for junior members to participate stands out (Nguyen et al., 2019). The organizational theory then advances to a more recent organizational theory, which asserts that all components of the organization are interdependent and united (Kammerhoff, Lauenstein, & Schütz, 2019).

### ***Transformational Leadership***

According to Bass (1985), a transformational leader's action is motivated by the leader's personal values and beliefs, and motivates subordinates to go above and beyond what is expected (Obiwuru, Okwu, Akpa & Nwankwere, 2011). The TL method stresses the growth of followers and taking into account their demands. Managers who focus on TL are mostly concerned with developing the total value system of their employees, which encompasses skill development, motivation, and morality (Ebrahim, 2018). According to Robbins and Judge (2015), leadership is the ability to persuade a group to reach a common goal or vision. In order to attain optimum efficiency, any firm needs a strong level of leadership as well as skilled management. Today's executives fight to create a future vision and motivate their workforce. Furthermore, the leadership has a role to play in enhancing the atmosphere of the organization in order to make it more efficient and professional (Paais, 2020). The basic concept of TL was proposed by Burns (1978), who defined it as a process characterized by interaction between leaders and followers in order to promote one another to higher levels of morality and motivation. This strategy comprises taking a fresh look at old problems, with the leaders urging more tries than usual. Followers are also encouraged to think bigger than their individual goals and interests, focusing on wider

team, corporate, and national objectives. The clear future vision offered ensures the leaders' power in a way that assumes the worst-case scenario. According to Yammarino and Bass (1990), transformational leaders must describe a realistic future vision and motivate subordinates. In addition, following the introduction of Burns' theory, Bass (Yukl, 2006) performed empirical research that examined the differences between transformational and TAL learning. Furthermore, behavioral components were identified for both types, suggesting the influence of leaders and followers on one another. Transformational leadership stresses followers exhibiting trust, adoration, loyalty, and respect for their leaders, as well as a desire to go above and beyond expectations. By recognizing this leadership technique as an integrated activity involving both practice and behavior (Abu-Tineh, et al., 2008; Sun & Henderson, 2017; Arif & Akram, 2018; Widodo et al., 2017). In addition, Chen et al. (2012) discovered that the TL style's strategic flexibility and environmental dynamics variables have an impact on company success. According to Garc'a-Morales et al. (2008), organizations should encourage this type of management because the leaders involved are expected to be involved in the development of the company's followers. TL's success, according to Bass and Riggio (2006), Barling and Kelloway (2001), and Shafi et al., (2020), was due to an emphasis on intrinsic motivation and development. This is particularly visible in companies whose members carry out activities in accordance with administrative expectations, inspired and enabled to succeed in difficult circumstances. The charismatic, bureaucratic, and transactional LS and OP have a negative relationship, according to Al Khajeh's (2018) findings. On the other side, the transformative, autocratic, and democratic personality types have a favorable association. Benefits are transmitted through organizational innovation and creativity in the transformative form (Nguyen et al., 2019; Samad, 2012; Arif & Akram, 2018; Minh-Duc & HuuLam, 2018; Doan et al., 2020).

The subordinates in TL have complete trust, admiration, and dedication for the leader. Furthermore, they feel driven to go above and beyond what was expected of them at the start (Obiwuru et al. 2011). The transformational leader then inspires his or her subordinates by emphasizing the importance of task results from the start, forcing them to prioritize the organization's interests over their own, and activating their higher-order needs. The leader generates intellectual stimulation by encouraging followers to think

critically and seek novel ways to approach their professions, according to Bass & Avolio (1994). According to Podsakoff, MacKenzie, and Bommer, TL style leads to higher levels of performance, happiness, and dedication to an organization's goals (1996). The four components of TL, according to Bass (1990), are charm, inspirational motivation, intellectual stimulation, and individual consideration (Obiwuru et al., 2011).

According to Humphreys and Einstein, the first is charisma, or idealized influence, which is defined by vision and a sense of aim, generating pride in and among the group, and establishing respect and trust (2003). Employees are induced to put the team first, providing assurance that obstacles has been overcome, and promoting confidence and certainty in the achievement and execution influence (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost (Howell & Avolio 1993). A transformative leader's idealized and behavioral charisma, according to Jyoti & Bhau (2015), compels people to relate with him. The customized relationship of a transformational leader generates an environment in which employees are happy and satisfied. As a result, their overall performance improves, leading to higher production.

The second sort of motivation is inspiring motivation, which is generally related with charm and is concerned with a leader setting higher standards and thus becoming a symbol of reference, according to Obiwuru et al. (2011). Followers look up to their inspirational leader, according to Bass (1985), as someone who can appeal to their emotions in order to raise awareness and knowledge of mutually acceptable goals (Obiwuru et al. 2011). This can be evident in the plain expression of important goals and the conveying of high expectations. The boss is always optimistic about the future, speculating on an enthralling vision and exuding an enthralling sense of organizational development (Bass & Avolio 1994). Individual and team spirit are sparked, as well as enthusiasm and hope, according to Bass (1990). According to Bass (1990), motivation develops when followers are given meaning and challenges in their job. As a result, individual and team spirit are sparked, as well as excitement and optimism. (Obiwuru et al. 2011, Obiwuru et al., Obiwuru et al.,

The leader encourages his or her followers to envision positive future scenarios for the organization and for themselves.

According to Bass, intellectual stimulation provides followers with challenging new ideas and inspires them to break out from old thinking patterns (1985). (Obiwuru et al. 2011, Obiwuru et al., Obiwuru et al., The perfect leader fosters intelligence, logical thinking, rigorous problem-solving, and systematic talents. According to Bass & Avolio (1994), the characteristics include seeking out different points of view while solving problems, providing fresh ways of evaluating how to do activities, and fostering re-thinking of previously accepted concepts (Obiwuru et al. 2011). Subordinates are encouraged to be inquisitive by challenging assumptions and creative by rephrasing problems and approaching old situations in new ways.

Individual consideration is the fourth and final component of TL. It comprises coaching and mentoring to help people become better followers (Obiwuru et al. 2011). The leader is a mentor to the followers, paying great attention to their inter-individual differences. The leader guides and assists others in finding and developing their strengths, as well as carefully listening to others' problems (Bass & Avolio 1994). Bass (1985) underlined the need of treating followers as individuals in order to increase their maturity levels and improve their ability to effectively address their goals and difficulties (Obiwuru et al. 2011).

The TL displays a strong bond between followers and leaders, which leads to a better understanding of motivation, values, and interests. TL, according to Bass & Avolio (1994), possesses exceptional leadership ability. TL occurs when a leader piques his or her employees' interest by encouraging them to see beyond their own self-interest. For a multitude of reasons, transformational leaders are effective and productive, including their charismatic ability to motivate colleagues, their ability to satisfy employees' emotional needs, and their capacity to intellectually excite staff (Bass and Avolio, 1994).

Wang, Oh, Courtright, and Colbert (2011) identified a connection between TL and individual-level follower performance in a research. The research also found a positive link between TL and team performance at the organizational level. Performance,



according to Xu and Wang (2008), is a result of knowledge, motivation, skills, and talents that are oriented toward a prescribed activity. According to their findings, TL promotes the followers' overall development. TL devotees identify with a self-defining and rewarding relationship with a person or group. Jyoti and Bhau (2015) discovered that TL and OP had a good relationship. According to Sofi & Devanadhen (2015), TL has a substantial impact on an organization's performance. They used statistical methods such as Statistical Package for the Social Sciences (SPSS) to perform research on banking companies and found that TL has a direct favorable impact on OP.

Several studies have shown that TL is the favored style of an organization's personnel. Burns (1978) found that the TL style links a position's authority to its followers' needs and obligations. The leader's vision and perception must be appropriately transmitted to the followers. Because of the necessity for enterprises to develop in the globalized world, the TL style is becoming increasingly important. Transformational leaders, according to Hoy and Miskel (2008), must proactively raise subordinates' knowledge of the importance of motivating group interests, and leaders are expected to guide people to achieve maximum achievements. An employee's JS is determined by LS (Al-Ababneh, 2013). According to Cumming et al., (2010), companies where leaders do not take responsibility for their followers' sentiments will see fewer efforts from their followers in their jobs. "A process whereby leaders stimulate the motivation of their followers to pursue and realize higher goals in the collective interest of the group," according to Burns (1978). Transformational leaders, according to Bass (1997), work cooperatively with employees by attending to their critical needs and encouraging them to advance in a specific direction. The majority of TL research has concentrated on defining distinguishing TL features rather than investigating the manner or communications between leaders and their staff. The precise elements of TL classified by Avolio and Bass (2002), according to Abdalla (2010), are as follows:

1. Leaders with idealized influence are those who are admired and revered by their employees. Leaders can use this power by putting their subordinates' needs ahead of their own. The leader should consider the value of his or her subordinates and act morally in

this regard. Leaders who use the TL style inspire, appreciate, and respect their subordinates, motivating them to do better at work.

2. Inspiring, motivating, and forward-thinking motivation can be achieved through implementing a vision that is inspiring, motivating, and forward-thinking. Transformational leaders motivate and inspire their employees to perform at a higher level by setting goals for them.

3. Leaders create opportunities for their subordinates to deviate from standard methods in order to complete tasks with greater enthusiasm, a process known as intellectual stimulation. This assists leaders in pushing subordinates to take on new challenges, allowing them to be more engaged in their work.

4. Individualized attention: allows leaders to coach and mentor their subordinates in order to help them achieve their full potential and improve their work performance. Because transformational leaders focus on the specific needs of their subordinates for success and growth, employees with low confidence and problem-solving skills receive training from their leaders.

### ***Transactional Leadership***

Transactional leaders, according to Uchenwamgbe (2013), are those who are constantly eager to give something in return, such as a wage raise, promotion, new duties, performance reviews, and welfare packages. The expectation is the main issue with this leadership style. TAL is defined by Ojokuku, Odetayo, and Sajuyigbe (2012) as the interchange of goals and rewards between management and staff.

According to research conducted by Longe (2014), TAL style has a good impact on the OP. Longe (2014) went on to say that the TAL style aids in the creation and maintenance of a setting in which organizational and human capacities are maximized by allowing employees to attain both tangible and intangible rewards. This leadership style primarily results in the creation of a performance-enhancing environment, as well as articulates a compelling vision that improves the overall OP (Longe, 2014). According to Sofi & Devanadhen (2015), TAL did not have a direct impact on the organization's performance.

They came to the conclusion that the TAL approach does not encourage employees to be creative or innovative, and as a result, employees do not meet the organization's goals. According to Obiwuru et al. (2011), TAL entails an exchange process that ends in followers' consent to leaders' requests, but does not promise to produce excitement or dedication to the task's goal. According to Boehnke, Bontis, Distefano, and Distefano (2003), the leader concentrates on ensuring that internal actors do the duties necessary for the organization to achieve its desired outcomes (Obiwuru et al. 2011). The transactional leader's purpose is to guarantee that the path to goal achievement is well understood by internal actors, to remove any potential barriers inside the system, and to inspire the team to accomplish the planned goals and tasks (House & Aditya 1997).

Transactional leaders, according to Obiwuru et al. (2011), engage in both constructive and corrective behaviors. Corrective conduct imbibes management by exception, while constructive behavior involves contingent reward. The simplification of the work required to get rewards, as well as the use of welfare systems and contingent reward to exercise influence, are all examples of contingent reward. It takes into account the wishes of its followers and rewards them when their objectives are met. People and groups should reach expected levels of performance, according to Bass (1985). Clarification of goals and objectives, as well as provision of acknowledgment after goals are met, should result in individuals and groups attaining expected levels of performance, according to Bass (1985). (Obiwuru et al. 2011). According to Obiwuru et al. (2011), active management by exception entails the leader establishing compliance criteria as well as defining what constitutes ineffective performance, as well as penalizing followers who fail to meet those standards. As a result, this leadership style necessitates constant monitoring for deviations, faults, and errors, as well as taking corrective action as needed.

TAL has piqued the interest of numerous scholars in recent years. TAL was oriented on leader follower interchange, according to Bassey (2005). Followers carry out the will and direction of their leaders, and leaders reward their efforts positively. The baseline is reward, which can be negative, such as punitive action, if followers fail to comply, or positive, such as praise and recognition, if subordinates follow the leader's aim and guidance and achieve the goal. Through regular economic and social transactions that

achieve defined goals for both the leaders and their followers, TAL tries to maintain stability rather than promote change within an organization. It is based on the premise that subordinates work in order to be compensated (Micheal, 2005). Contingent rewards, active management by exception, passive management by exception, and laissez-faire are four essential features of TAL, according to Philip (2000).

In his socio-economic concerns of the organization, Max Weber was the first to mention the notion of TAL (Nikezic et al., 2012). This idea arose in the context of a marketplace of quick, simple transactions with several leaders and followers, each of whom was traveling from transaction to transaction in pursuit of fulfillment (McCleskey, 2014). TAL is built on leader-follower exchanges (or transactions) in which followers perform according to the leaders' will and direction, with the leaders rewarding the efforts positively (Riaz and Haider, 2010). If followers fail to fulfill the goals, the reward might be negative, such as punishment or corrective action, or positive, such as acclaim and recognition, if followers meet the goals (Riaz and Haider, 2010). Because the activities associated with this type of leadership are maintaining the status quo and defining the conditions for rewarding followers (Oduber and Ifeanyi, 2013), it is mostly passive. Leader-follower exchanges, according to McCleskey (2014), allow leaders to achieve their performance objectives, focus on improving the efficiency of their organization, complete essential tasks, avoid unnecessary risks, preserve the current organizational situation, emphasize extrinsic rewards, motivate followers through contractual agreements, and direct their behaviors toward achieving established goals. Transactional leaders, on the other hand, do not want to influence the future; instead, they seek to maintain the status quo (Oduber and Ifeanyi, 2013). The TAL style is also popular in situations where the focus is on management, control, organization, and short-term planning (Nikezic et al., 2012). These leaders, according to Odumeru and Ifeanyi (2013), are directive, action-oriented, and think outside the box when solving problems, and they are extrinsic motivators who get minimum cooperation from their followers. Finally, short-term exchange relationships between followers and leaders tend to be shallow, ephemeral exchanges of fulfillment, which frequently lead to animosity among the participants (McCleskey, 2014). The most recent version of the theory incorporates three dimensions of TAL, despite the fact that it has undergone several alterations (Judge and

Piccolo, 2004). Management-by-exception active, management-by-exception passive, and contingent reward are the three dimensions (Sadeghi and Pixie, 2012). Management-by-exception (active) refers to leaders who monitor their subordinates' performance and take remedial action before they make mistakes in order to ensure that objectives are met (German, 2009). Leaders intervene only when objectives are not accomplished and problems have already occurred in management-by-exception (passive) (Bono and Judge, 2004). The extent to which the leader chooses rewards in exchange for followers' efforts is referred to as contingent reward, and it involves clarity of the labor necessary and the use of incentives to affect motivation (Sadeghi and Pixie, 2012).

The appropriate and successful utilization of a leader's behaviors can lead to increased employee satisfaction, dedication, and productivity, which can boost both the leader's and the organization's effectiveness (Pixie, 2012, 2008). However, a critical challenge for academic leadership is the need to develop leaders and leadership (McCleskey, 2014), because managers use a variety of leadership behaviors in the workplace, and these behaviors have a direct impact on employee outcomes (Pixie, 2012, 2008). The existing leadership literature provides minimal guidance on the development of TAL, which may be due to the fact that most leaders do not require development to interact with their followers transactionally (McCleskey, 2014). According to Sundi (2013), TAL style can have a beneficial or negative impact on employee performance. According to him, a positive effect can occur when employees rate TAL positively, while a negative effect can occur when employees rate TAL negatively.

### **Employee Job Satisfaction**

JS is a topic that both researchers and people who work in organizations are interested in. This subject has been linked to a variety of organizational factors such as leadership, performance, attitude, morale, and so on. Many scholars have sought to classify the many parts of JS and investigate the effects these elements have on employee performance and organizational commitment. Ellickson and Logsdon (2002) defined JS as the level of satisfaction with one's work. According to Parvin & Kabir (2011), several scholars have indicated that JS is an element of need fulfillment. JS, according to Schermerhorn (1993), is a practical or emotional reaction to several aspects of an employee's work. JS is also

defined as an emotional response to one's obligations and working conditions, as well as the degree to which one's expectations are met (Kreitner & Kinicki, 2009).

The degree to which employees enjoy their work, or JS, has remained a key notion in the organizational research of employees' reactions to their JS. The impact of JS on employee devotion to the organization, absenteeism, and attrition has piqued concern recently (Brooke & Price, 1989; Michaels & Spector, 1982; Steers & Rhodes, 1978). JS remains one of the most researched ideas in organizational research, despite the relevance of JS in influencing these organizational behaviors (Nicholson, Brown, & Chadwick-Jones, 1976). JS was described by Porter, Steers, Mowday, and Boulian (1974) as an employee's feelings about his or her job in terms of remuneration, promotion, supervision, and the work itself. Gallos (2006) indicated that a monetary prize could be appealing to many employees. He went on to say that if employees believe their awards are linked to their level of performance, the company is more likely to succeed and get more of that performance. High levels of JS have been linked to lower stress, enhanced empowerment, increased productivity, organizational growth, and increased employee motivation (Sledge, Miles, & Coppage, 2008). JS is linked to important job attitudes, practices, and outcomes, as well as organizational effectiveness, including as organizational commitment, turnover, performance, and behavior (Sinclair, 2011). Employees that are happy in their professions are more likely to be dedicated, productive, and settled. Because of its centrality and association with other organizational outcomes as well as organizational performance, the JS concept has been extensively researched (Gu, Wang, Sun, & Xu, 2010).

Employee satisfaction has long been a focus of industrial and organizational psychologists' research. Some people enjoy working and consider it to be a vital aspect of their lives. Some people, on the other hand, despise their jobs and only work because they have to. JS measures how much people enjoy their work. Anwar (2001) claims that JS is the most researched area in organizational behavior (2017). For a variety of reasons, knowing one's degree of job satisfaction is critical, and the findings of the JS studies have an impact on both workers and organizations. From the perspective of the workers, it is self-evident that people prefer to be treated properly. It could be a reflection of good

treatment if employees feel respected and satisfied at work. In the eyes of the organization, good JS can lead to better worker performance, which affects the company's results (Smith et al. 2020). Staff satisfaction is widely regarded as a key factor in employee retention and productivity. Employee satisfaction is a prerequisite for increased productivity, responsiveness, quality, and recognition. Intrinsic and extrinsic motivational factors, the quality of supervision, social interactions with the work group, and whether individuals succeed or fail in their work all influence the level of JS. Employees who are well motivated and feel dedicated to the organization, as well as when the job provides them with a high level of satisfaction, are thought to be more inclined to engage in conduct that aids the firm's success (Paais, M., & Pattiruhu, 2020). Career prospects, workplace impact, teamwork, and job challenge are all major elements determining JS, according to the research (Riyadi, 2020).

To achieve their goals, successful firms rely on their employees' outstanding performance. Their staff must perform at a high level in order to fulfill their strategic goals and maintain their competitive edge (Lado and Wilson, 1994; Dressler, 2011). Philosophers of organizational behavior argue that having the proper personnel for the right positions is also critical (Kristof-Brown et al., 2005). The person-job fit is critical because it affects whether or not an employee is well-suited for the job (Zheng et al., 2010) and whether or not the employee has been devoted and productive to the company (Rousseau and McLean Parks, 1992). Job performance as a notion can be examined in a variety of ways, including an employee's ability to meet their goals and organizational standards (Eysenck, 1998; Mathis and Jackson, 2000; Blander et al., 2001). "Performance" is "synonymous with conduct, which is something that a person actually performs and can be witnessed," according to Campbell (1993). Employees are employed to perform with efficiency and effectiveness, according to Campbell (1990). (Aziri, 2011). Organizations must recognize that employees have their own needs and personal preferences that must be taken into account. This can help evaluate whether the employee has a positive or bad impression of the company and how they should be treated (Schermernorn, 2010). The degree to which an employee is content with his or her employment is determined by their values and motivations (Siddika, 2012). Previous studies looked into a variety of factors that can influence job success. Employee dedication, as demonstrated by Jaramilloa et al. (2005)

and Al Ahmadi (2009), is a critical factor. There is also a substantial link between job satisfaction and performance (Gu and Chi, 2009). Sarmiento and Beale (2007) and Al Ahmadi (2009) investigated the relationship between education and work performance and discovered an unexpected result: a negative relationship. According to Ng and Feldman (2009), education has a beneficial impact on job performance. Other research, such as those conducted by Karatepea et al. (2006) and DAmato and Zijlstra (2008), indicated that a person's self-motivation and efficiency have a beneficial impact on job performance. According to Kilchyk (2009), "supply-values fit" refers to "either the supplemental vs complementary view or demands-abilities versus requires supplies view." Muchinsky and Monahan (1987) said that work can be separated into two categories, the first of which is "supplementary versus complementary," and the second of which is "demand-abilities vs needs-supplies." It is a supplemental fit when a person's distinctive characteristics are similar to their organizational environment (Sekiguchi, 2003). When an individual's characteristics fill the void or emptiness in an organization, the fit is complementary, broadening the organization's capabilities (Muchinsky and Monahan, 1987). In the 1990s, research concentrated on the person-job fit in terms of employee preferences (employee-related) and organizational mandates (job related). Employees having a good person-job fit yield superior performance, according to Edwards (1991). In 1990s studies (Caldwell and O'Reilly, 1990; Edwards, 1996), a number of characteristics for person-job fit were discovered, including commitment to the job (Behery, 2009; Kristoff - Brown et al., 2005), JS (Erdogan and Bauer, 2005; Kristoff - Brown et al., 2005), performance, and personality (Erdogan and Bauer, 2005). Employing and retaining high-performing individuals is critical for organizations to achieve their strategic goals and gain a competitive advantage (Lado and Wilson, 1994; Dressler, 2011). The number of high-performing persons in SMEs is smaller since many of their employees lack the necessary skills (Saleh and Ndubuisi, 2006) and capacity to perform at a high level (Aris, 2007). Successful companies make certain that the individual and the work are a good match (Kristof-Brown et al., 2005). Employee production tends to be lower in SMEs. It may be required to determine whether an individual is not a suitable match for the position or whether there are other factors, such as a lack of appropriate abilities, that are causing poor performance (Edwards, 1991). According to Lawrence (2004), the correct person-



job fit can also be linked to the employee's knowledge and skill set. Employee involvement may be hampered by a lack of appropriate skills.

### **Organizational Performance**

Through deliberate interventions, OP improves both the effectiveness of an organization and the well-being of its members. When many of the organization's development efforts are focused on enhancing organizational learning, with the goal of influencing OP, this is one of the three important aspects that will lead to OP (Jon & Randy, 2009). OP was referring to an organization's actual output or performance as compared to its intended outputs, goals, and objectives (Jon & Randy, 2009). Human resource outcomes, organizational outcomes, financial accounting outcomes, and capital market outcomes are the four types of OP measures available. Employee satisfaction, turnover, and absenteeism were among the human resource outcomes associated to changes in employee behavior. Labor productivity, customer contentment, and product service quality are all examples of organizational outcomes. Returns on assets, return on equity, and profitability were among the financial accounting outcomes. The three indications of stock price, growth rate of stock price, and market returns show how the market views a business in capital markets (Dyer & Reeves, 1995). In terms of corporate image, competencies, and financial performance, OP can be defined as the outcome that indicates or reflects the organization's efficiency or inefficiencies (Khedekar & Sharma, 2006). Work performance refers to how well employees do their jobs. An employer evaluates an employee's performance during a job performance review, taking into consideration factors such as leadership skills and productivity to assess each employee individually. Annual performance reviews can determine whether or not an employee is eligible for a raise, whether or not they are a good candidate for promotion, and even whether or not they should be dismissed (Rowold, 2011). There were numerous methods for assessing employee work performance. According to Rowold (2011), high-performance work systems and practices are essential for achieving company objectives and increasing organizational effectiveness. There is no consensus on the ideal structure or combination of such systems and processes. According to the rationale, high-performance work systems affect and connect employees' attitudes and behaviors with the organization's

strategic goals, resulting in increased employee commitment and, as a result, OP. Work performance, according to Campbell (1990) (quoted in Xinyan, Jianqiao, & Degen, 2010), includes not just task but also contextual aspects such as interpersonal and motivational components, all of which contribute to a two-dimensional performance construct. Schermehorm, Hunt, and Osborn, Schermehorm, Hunt, and Osborn, Schermehorm, Hunt (2005) Locke and a colleague have created a thorough framework that connects goals to performance. The model incorporated parts of expectation theory to assist elucidate the impact of goal setting on performance while accounting for moderating factors like ability and task competency.

Performance assessment, according to Schermerhom et al. (2005), is a systematic method of analyzing performance and providing feedback on which performance modifications can be made. In terms of evaluation, performance appraisal tells people where they are in relation to goals and standards. As a result, performance appraisal is used to inform decisions about awards and other aspects of the organization's employees. Performance appraisal assists implementing decisions linked to planning for and achieving commitment to continuing training and personal development of subordinates from a counseling standpoint. Peter is a man of many talents (2005) Historically, company performance has been linked to increasing shareholder value. However, performance can also be measured in terms of reduced environmental impact, enhanced workplace health and safety, and increased customer satisfaction. According to Sriwan (2004), a company's performance should be measured against a specified goal to determine whether the goal has been met. Without a goal, the corporation has no way of deciding between different investment methods and initiatives. For example, if a company's goal is to maximize its return on investment, it can strive to accomplish so by investing in assets with higher return-on-investment ratios than the company's current average return on investment ratio. If the company's goal was to maximize accounting profits, it would make any investment that would result in a positive accounting profit, even if it meant lowering the company's present average return on investment ratio. Performance monitoring is critical for keeping a business on track to meet its goals.

OP is the ultimate dependent variable of interest for researchers concerned in any part of management. Over the last two decades, one of the most prominent international trends in public administration has been the introduction of measurement methodologies (Pollitt, 2006). Performance is also defined as an organization's success or failure in carrying out major responsibilities and functions in order to meet stated goals, objectives, vision, and mission. Accomplishments over a period of time is another term for this.

Cropanzano et al. (2002) defined OP as the process of converting inputs into outputs in order to achieve a given goal. Based on content, this provides information on the relationship between minimal and effective (economic) costs, effective costs and realized outputs (efficiency), and outputs and results obtained (effectiveness). A company's performance can be used as a standard for assessing the collective ability to achieve goals. Furthermore, one of the most important variables is the measurement used, because the technique assesses the level of objective success. This controls whether or not a change from the original plan or schedule is possible during implementation. At the individual level, Wang et al. (2011) identified a link between the TL and follower performance. The research discovered a relationship between team performance and organizational success at the organizational level. This adds to the growing body of data indicating there is a substantial correlation between the two (Jyoti & Bhau, 2015; Do et al., 2020).

## **Hypotheses Deployment**

### ***The Relationship between Leadership Styles and Organizational Performance***

According to Sun (2001), stronger transformative and highly TAL leadership styles or highly thoughtful and structured leadership styles bring in better leadership performances. According to Chiang (2008), LS and OPs are highly connected. According to Huang (2009), charismatic teachings, spiritual inspirations, intellectual stimuli, and individual concerns all have a major impact on work performance in the setting of LS. The most effective among them are charismatic teachings. The LS has a significant influence on OP. The LS has an impact on the organization's culture, which in turn has an impact on the OP. Klien et al (2013) used four element theories of leadership, as well as data from

2,662 employees in 311 firms, to demonstrate this point. The sort of LS has an impact on the corporate culture and OP (Klein, et al., 2013).

The TL approach emphasizes the development of followers and consideration of their needs. Managers who focus on TL pay special attention to growing their employees' total value system, moralities, abilities, and motivation levels. The TL serves as a strong link between followers and leaders, facilitating clear communication about motivational levels, values, and interests. According to Bass and Avolio (1994), TL exhibits outstanding leadership abilities. According to Bass and Avolio (1994), the TL arises when leaders broaden or raise the employees' interests. Transformational leaders are those who urge their staff to think beyond their own self-interest. Transformational leaders are effective for a variety of reasons, including their charismatic ability to inspire colleagues, their ability to address the emotional needs of employees, and their ability to intellectually excite employees (Bass & Avolio, 1994). The TL and individual-level follower performance are favorably connected, according to Wang et al (2011). Furthermore, the transformational research found that leadership and team performance at the organizational level are favorably linked. Performance, according to Xu and Wang (2010), is a function of skills, talents, knowledge, and desire that is oriented toward a prescribed activity. According to the research completed by the aforementioned scientists, TL improves the overall growth of followers. A self-defining and rewarding relationship with an individual or group is associated with TL followers. Transformational leaders' idealistic and behavioral charisma inspires their followers to identify with them (Jyoti & Bhau, 2015). A transformational leader's customized relationship creates an environment in which employees are satisfied, and so their total performance improves. As a result, TL and OP can be said to be favorably related (Jyoti & Bhau, 2015). According to Sofi and Devanadhen (2015), the TL has a major impact on the organization's success. They used statistical methods such as SEM and SPSS to conduct research on banking companies and came to the conclusion that TL has a direct positive impact on the organization's performance.

If a leader is constantly willing to provide something in return, he or she is described as a transactional leader (Uchenwamgbe, 2013). Promotions, wage raises, performance

reviews, additional duties, and so on are all examples of this. The expectation is the main issue with this sort of leadership. As a result, TAL can be defined as the management and staff exchange of goals and rewards (Ojokuku, et al., 2012). According to research by Longe (2014), TAL style has a favorable impact on the OP. The TAL style aids in the creation and maintenance of an environment that maximizes organizational and human potential by allowing employees to attain both tangible and intangible rewards. This LS aids in the creation of a performance-enhancing environment and also articulates a compelling vision that improves overall OP (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), TAL has no direct impact on the OP. This LS does not inspire employees to be creative or innovative, and as a result, employees do not meet the organization's goals.

Overstreet, RE (2012) demonstrated a link between TL and firm performance, and the research findings support both direct and indirect influences in fundamental management organizations (bottom line). Furthermore, Dathce & Mukulu (2015) discovered that TL and employee engagement have a significant impact on Kenya's Corporate State. Furthermore, three of the four traits of these leaders, including inspirational motivation (albeit weak), intellectual stimulation, and individual judgment, were found to be substantially associated with employee engagement. According to previous research, leaders should focus more on increasing their employees' openness to adapt. This activity is expected to increase OP, and it also indicated the existence of a positive and significant relationship between transformational style practice and readiness to change (Alharbi, 2018). As a result, Al-Tahitah et al. (2018) proposed that educational leaders should concentrate on and improve this factor in order to assure a successful implementation. Furthermore, managers' engagement was positively correlated with both transformational and transactional leadership styles. As a result, followers' perceptions of change had a direct, long-term influence, which was beneficial for transformative and negative for TAL (Holten and Brenner, 2015). As a result, the following hypothesis was formulated:

*H<sub>1</sub>: There is a positive impact between LS and OP*

*H<sub>1a</sub>: There is a positive impact between TL and OP*

*H<sub>1b</sub>: There is a positive impact between TAL and OP*

### ***The relationship between Leadership Styles and Job Satisfaction***

The importance of LS to the success of an organization cannot be overstated (Bryant, 2003). LS differ by industry and organization (Zahari & Shurbagi, 2012). LS also differ from one situation to the next (Lok and Crawford, 2004). The majority of executives adjust their leadership style to the demands and working environment of their organizations (Zahari & Shurbagi, 2012). Transformational leaders provide inspiration and vision to their subordinates while also bringing about change in their organizations (Burns, 1978; Weber, 2009). According to previous research, this leadership style boosts OP, motivation, and staff morale in a company (Weber, 2009). The "Four I's" devised by Bass and Riggio were used to assess TL style in this research (2006). Following that is a description of the four dimensions of transformational LS. Transformational leaders encourage and inspire their subordinates to achieve difficult assignments by sharing their vision and tactics with them, according to the inspiring motivation dimension (Bass & Riggio, 2006). Transformational leaders, according to the idealized influence dimension, impact their subordinates through serving as role models (Bass & Riggio, 2006; Weber, 2009). Transformational leaders intellectually stimulate their staff to tackle difficult challenges in a creative way, according to the intellectual stimulation dimension. Furthermore, because of the individual concern feature, transformational leaders serve as mentors and facilitators for their subordinates (Bass & Riggio, 2006). Transactional leaders use an exchange mechanism to encourage their employees. Others are punished while subordinates who complete their work duties are praised. As a result, transactional leaders concentrate on motivating staff through the use of punishment and reward. Employees prefer to tolerate the TAL style for a short period of time owing of the incentive and punishment factors involved with it, according to previous studies (Naidu & Van der Walt, 2005; Saleem, 2015). The TAL style was measured using contingent rewards, management by exception, and laissez-faire leadership in this research. Transactional leaders set goals for their subordinates and reward them when they achieve them, according to the contingent rewards dimension (Judge & Piccolo, 2004). Transactional leaders evaluate employees on the basis of realized and expected goals in

management by exception (Judge & Piccolo, 2004). Furthermore, transactional leaders are said to delegate power to their staff and only intervene when necessary, according to the laissez-faire leadership component.

According to previous research, the leadership style has a major impact on JS (Barling et al., 2002). Flexible businesses have a participatory management style, an engaged atmosphere, and a happy staff (Gong, Huang, & Farh, 2009). When it comes to boosting JS, the TL style is really effective (Lok & Crawford, 2004; Medley & Larochelle, 1995). According to research, TL enhances employee perceptions and dedication to the organization (Ojokuku, Odetayo, & Sajuyigbe, 2012; Barling, Weber, & Kelloway, 1996). Employee satisfaction is said to be affected by both transactional and TL factors (Lok & Crawford, 2004). TL, on the other hand, has a bigger impact on JS than TAL (Awamleh & Aldmour, 2004). According to previous research, transformational leaders believe in empowering their staff, which increases their motivation and satisfaction (Herman & Chiu, 2014; Top, Akdere, & Tarcan, 2015).

Rewards and punishments are used in the TAL method. The transactional leader recognizes employees who have met their goals (Saleem, 2015). Workers who underperform, on the other hand, are penalized. Promotions and salary increases are examples of rewards. Termination and a reduction in compensation increments are possible punishments (Jansen, Vera, & Crossan, 2009). According to previous studies, this leadership style may not be appropriate in all settings (Bryant, 2003). Employee incentive is based on transactions in TAL (i.e., rewards and punishments). As a result, TAL will have a negative impact on long-term performance and satisfaction (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988). According to certain research, neither transactional nor transformational LS can improve employee motivation and satisfaction. Employees like the inspiration and consideration components of TL, according to Epitropaki & Martin (2005b). Employees also prefer the notion of TAL. On the contrary, some research has revealed that both the LS and the LS have a beneficial impact on employee job and career satisfaction (Jansen, Vera, & Crossan, 2009). According to Epitropaki and Martin (2005a), the effectiveness of transactional and transformational LS differs depending on the scenario and industry. Prior research has revealed that TAL is

more effective in the short term than in the long term (Medley & Larochelle, 1995). Individual concern (another TL quality) has a comparable effect. In the near run, leaders who are more considerate tend to improve staff performance (Epitropaki & Martin, 2005). As a result, the following hypothesis was formulated:

*H<sub>2</sub>: There is a positive impact between LS and JS.*

*H<sub>2a</sub>: There is a positive impact between TL and JS*

*H<sub>2b</sub>: There is a positive impact between TAL and JS*

***Job Satisfaction mediate the relationship Leadership Styles and Organizational Performance***

The JS of employees has been affected by the LS of superiors (Suryawanet al., 2021; Nanjundeswaraswamy and Swamy, 2015). The JS of employees is intrinsically promoted by the superiors' transformational LS (Bass, 1985). Both the intrinsic and extrinsic features of JS are affected by LS (Al-Asadi et al., 2019). For employees, transformational LS are preferable to other LS (Musinguzi et al., 2018). The employee's JS is linked to both transformational and transactional LS (Musinguzi et al., 2018). Employee behavior is positively influenced by transformational LS; nevertheless, transactional LS have little effect on employee behavior (Addo and Dartey-Baah, 2019). The LS and the JS of employees have a good association (Freire and Bettencourt, 2020). In contrast, Ahmad and Umrani's (2019) research found that LS has no direct effect on employee JS. Nanjundeswaraswamy et al., (2020) discovered a strong link between LS and JS among employees in Indian mechanical manufacturing organizations. According to Goodwin, Wofford, and Whittington (2001), the TL style has a favorable and significant association with followers' commitment, contentment, and OP. Employees can provide higher productivity, work quality, loyalty, and willingness to stay in the organization by improving their motivation and satisfaction. As a result, the manner in which company leaders assist their people to improve motivation and effectiveness is critical (Suhana, Mardhiah, Zuraidah, Norhasniza & Nooririnah, 2014).



As previously stated, JS is the outcome of evaluative remarks (cognitive, emotional, and behavioral) about objects, persons, or events (either positive or negative) (Robbins, 2003). As a result, these attitudes are critical to team success because they influence employees' self-efficacy, task abilities, effort level, and job satisfaction (Robbins, 2003). After analyzing the literature on self-efficacy, Spreitzer et al. (1997) concluded that "it makes intuitive sense that people who feel more competent about their work are likely to feel more content with their work." Because self-efficacy and JS are linked, it's worth looking into if self-efficacy acts as a mediator between self-leadership and performance outcomes. Self-mediating efficacy's role in a range of task areas has been studied previously. Kirkpatrick and Locke (1996), for example, discovered that self-efficacy did not moderate the impacts of visionary and charismatic leader behaviors on performance. In contrast, Prussia et al. (1998) found that self-efficacy fully mediates the influence of self-leadership behaviors on performance when they looked at the mediating effects of self-efficacy on the relationship between self-leadership behaviors (e.g., behavioral-focused strategies, natural reward strategies, and constructive thought pattern strategies). Self-efficacy, on the other hand, is thought to boost intrinsic interest due to feelings of personal causation and satisfaction from earlier accomplishments (Gist, 1987). As a result, JS could be a task-specific mindset that influences team performance through self-leadership tactics.

Employee performance and TL style are inextricably linked. Because good performance means that every person contributes all of their knowledge, skills, abilities, attitudes, and behaviors, as well as the awareness that the company's growth has been made swiftly. Employee JS must be influenced by the leader in order for employee performance to be maintained. As a leader, he is always in charge of directing and supervising the accomplishment of tasks assigned to his subordinates. If the link between leadership style and employee motivation is strong, it is possible to conclude that leadership style might influence employee performance indirectly by increasing employee motivation, which in turn improves employee performance. If the link between leadership style and employee motivation is strong, it is possible to conclude that leadership style might influence employee performance indirectly by increasing employee motivation, which in turn improves employee performance. According to research (Nugroho et al., 2020), JS has a

mediating role in the link between TL and employee performance. Therefore, the following hypotheses was derived:

*H<sub>3</sub>: JS mediating the relationship between LS and OP.*

*H<sub>3a</sub>: JS mediating the relationship between TL and OP*

*H<sub>3b</sub>: JS mediating the relationship between TAL and OP*

### ***The relationship between Job Satisfaction and Organizational Performance***

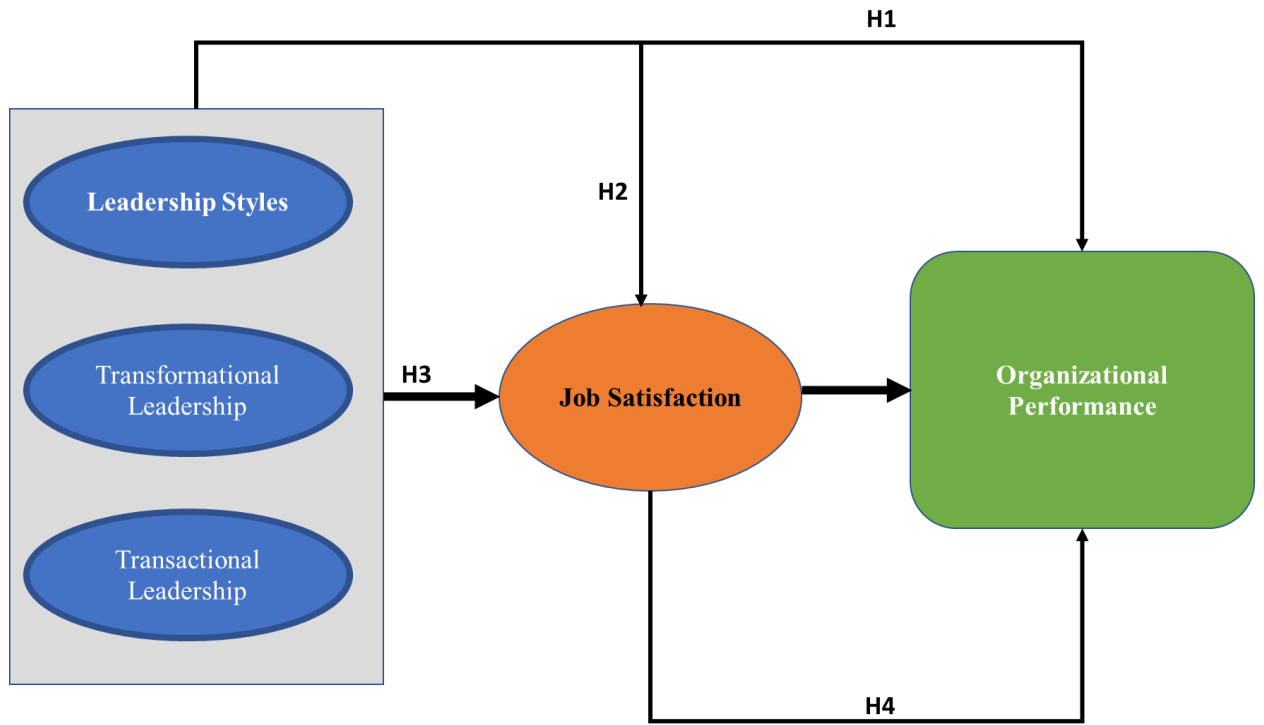
The premise that there is a positive association between employee happiness and OPs was partially supported by Lu (2007). External satisfaction has a positive and significant impact on internal workflow, learning, and growth, whereas internal contentment has a positive and significant impact on financials, customers, internal workflows, learning, and growth. Organizational structures and JS, according to Lee and Shen (2007), have a good and significant impact on work performance and organizational commitment. According to Li and Lu (2013), the stronger employees' perceptions of organizational fairness, the better the relationship performance. Work satisfaction acts as a complete mediator between the perception of organizational justice and the quality of interpersonal relationships.

The relationship between JS and OP has sparked a lot of interest and debate. When an organization evaluates its performance, one of the metrics used is JS. Employees with a favorable attitude regarding their jobs have more JS and are more eager to devote to their organizations, which increases OP (Wu et al., 2013). Managers will meet employees' demands to improve their JS under fair conditions so that employees will raise their efforts to get a good OP (Pettit et al., 1997). Shiu and Yu (2010) found that JS has a strong favorable impact on OP, which encompasses financial performance, service performance, and behavior performance.

Many firms utilize the number of workers' JS as one of the main strategic indicators in the human resources index to measure the effectiveness of their actions in the human resources index (Kaplan and Norton, 2008). Different definitions of JS, a person's basic

attitude toward her profession, appear in management texts, states JS (Rabinz, 2002). JS is also an emotional response to the job, as well as the physical and social environment of the workplace (Shrmrhvrn et al., 2006). Managers are seeking for methods to improve their employees' JS in a variety of ways. He has a particular level of JS based on the importance of different elements for him, such as income, social position, and working conditions (ShafiAbadi, 1997). According to Ashil and Rod (2010), satisfied employees are more likely to participate in better service delivery and effective solutions to problems with service delivery. According to studies, increasing the amount of JS increases his creativity and productivity, decreases his absence from work (Donahoe and Haywood, 2004), and increases the profitability of the firm (Charles et al., 2004). Furthermore, whether or not poor JS and dedication lead the organization's performance to suffer (Gravyl et al., 2005). In other firms, the results of Campion et al. (1991), Granlyz (2004), Greg and Rstvly (2006) suggest that a high-level approach to job leads to happier and more engaged employees, higher job performance, and fewer absences. In general, studies believe that a motivated approach in the workplace leads to higher performance. Furthermore, a motivational approach leads to better and more efficient organizational performance, and a more motivated attitude in the workplace leads to increased JS and performance. This research offers the following hypothesis based on the above literature:

***H<sub>4</sub>: There is a positive impact between JS and OP.***



**Figure 1.** *Research Model*

## CHAPTER III

### Research Methodology

#### Research Design

During Covid-19, the author traces the exploration approach used to recognize the intervention job of JS with LS (TL and TAL) and OP among Jordanian financial specialists. In this review, the cycles used to break down information and test speculations by gathering information, estimating factors in the examination model, and the kinds of investigation techniques utilized SPSS v25 are portrayed. A few basic subjects should be tended to prior to undertaking research, including the sort of examination, the destinations for examination, and the strategies used to gather information by developing an action or scale to equitably screen an idea, build, or thought (Creswell, 2009).

#### Sampling & Sample

The major goal of the research sample was to acquire a thorough and accurate representative of Jordan's banking sector. All employees in Jordan's banking sector are included in the research's target group. This is due to the fact that they do a wide range of jobs in many areas and must ensure that the outcomes are long-lasting when applied to new responsibilities. The questionnaire has been utilized between February and April 2022, after receiving approval from the NEU ethics committee. In Jordan's banking industry, a questionnaire has been hand-delivered to different departments and units. When all of the responses are collected, they have been entered into a database and analyzed using SPSS version 25.

Employees from Jordan's banking sector will make up the research's population. The overall number of employees in Jordan's 16 banking sectors was 20,756, according to the Amman Stock Exchange's annual report for 2020. The population size of personnel from Jordan's 16 banking sectors is shown in Table 1. The sample size for this research has been 16 banks based in Jordan's capital, Amman. For this research, the unit of analysis has been all of the employees at Amman's 16 banks. The Yamane (1985) technique was used

to estimate the appropriate sample size for this research due to the huge size of the population being studied and the possibility of time, money, and non-response.

The confidence interval is a probability estimate obtained from sample data that includes the standards for the population (Sekaran & Bougie, 2016). In commercial and social scientific research, a 95 percent confidence level with a 5% margin of error is commonly utilized (Nicholas, 2011). As a result, this research has a total of 20,756 participants. Table 2 shows that the sample size was 394 if the population size is between 2000 to 25,000 persons, the precision level is 5%, and the confidence level is 95%. Furthermore, convenience sampling was used in this research, which meant gathering data from members of the public who were eager to participate. According to that, out of total 424 distributed questionnaires, 400 usable responses were received making 94% as a response rate.

**Table 1** Number of Employees in Banking sector in Jordan for year 2020

<b>Bank Name</b>	<b>Employees Number</b>
JORDAN ISLAMIC BANK	2433
JORDAN KUWAIT BANK	1268
JORDAN COMMERCIAL BANK	729
THE HOUSING BANK FOR TRADE AND FINANCE	2393
ARAB JORDAN INVESTMENT BANK	774
SAFWA ISLAMIC BANK	628
BANK AL ETIHAD	1215
ARAB BANKING CORPORATION /(JORDAN)	509
INVEST BANK	446
CAPITAL BANK OF JORDAN	888
SOCIETE GENERALE DE BANQUE - JORDANIE	313
CAIRO AMMAN BANK	2255
BANK OF JORDAN	1497
JORDAN AHLI BANK	1080
ISLAMIC INTERNATIONAL ARAB BANK	980

ARAB BANK	3348
<b>Total</b>	<b>20756</b>

### **Data Collection Procedures**

This research aims to investigate the mediating role of JS with LS (TL and TAL) and OP among employees working in Jordan's banking sector in 2019. The hypotheses for this research have been tested using a questionnaire based on literature reviews, with employees working in Jordan's banking sector serving as the analysis unit. The author told the respondents that their participation was voluntary and acquired verbal consent from them before delivering the questionnaire in order to collect trustworthy and meaningful data and avoid coerced participation. A questionnaire was used to collect data for this research, which is considered to be an effective and accurate technique of data collection. As a result, the questionnaire approach was chosen as the best method for dealing with the current investigation.

To identify any inaccuracies or potential sources of misunderstanding, bank professors with expertise and knowledge in the disciplines of leadership and OP reviewed the purpose of this questionnaire is to check the accuracy and validity of professional terminology as well as their perspicuity. The surveys' validity was also tested by the distribution of 20 questionnaires as part of a pilot research to adjust proportions to responders' capacity to answer the questions, and the questionnaire questions were changed to be completer and more accurate based on their comments. A 5-point Likert scale was used to develop the questionnaire, with Strongly Agree = 5 and Strongly Disagree = 1.

### **Research Variables and instrument**

The model of the research is quantitative and cross-sectional. The questionnaire consists of four parts and 38 items in total: demographic information, the leadership style scale (LSS), the transformational leadership scale (TLS), the transactional leadership scale (TALS), the job satisfaction scale (JSS), and the organizational performance scale (OPS). Table 2 summarizes the Cronbach's alpha for these scales.

## **Demographic Information**

The research also assesses some demographic variables that are presented in Part 1 of the questionnaire (see Appendix). The respondents were asked about gender, age, educational level, and years of experience at this bank. The demographic questions consist of 4 (items 1–4).

## **Leadership Styles Functions**

The LSS that was used in this research was created by (Karamat, 2013). This scale consists of 8 items in a normal Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) divided into two sub-dimensions: Transformational Leadership and Transactional Leadership with a Cronbach's alpha score of 0.793. According to Hair, Black, Babin, and Anderson (2014), Cronbach's alpha must be at least 0.7 to obtain dependability and be considered acceptable research. Therefore, the Cronbach's alpha scores for the LS functions variables for this research are reliable.

### ***Transformational Leadership***

TL scale has (6) items developed by (Karamat, 2013). Employees provided data, which was analyzed using a five-point Likert scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree. The scale was measured through 6 items (items –) with Cronbach's alpha score of 0.917.

### ***Transactional Leadership***

TAL scale has (3) items developed by (Karamat, 2013). Employees provided data, which was analyzed using a five-point Likert scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree. This scale was measured through 3 items (items –) with a Cronbach's alpha score of 0.742.

## **Job Satisfaction**

The JSS used in this research was developed by (DUSING, 2017). This scale has 8 items with a typical Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5



(Strongly Agree) (Strongly Agree). this scale was measured through 8 items (items –) with a Cronbach’s alpha score of 0.797.

### **Organizational Performance**

The OPS that were used in this research was created by (Karamat, 2013). This scale has 8 items in a conventional Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). The Cronbach’s alpha value for the OPS was calculated as 0.886. This value is also considered to be reliable. The Cronbach’s alpha value for the present research of 34 items was calculated as 0.747 which this value considered to be reliable.

**Table 2** The Cronbach's Alpha for Research Variables

<b>Variable Name</b>	<b>Number of Items</b>	<b>Cronbach's alpha</b>
Leadership Style	8	0.793
Transformational Leadership	6	0.917
Transactional Leadership	3	0.742
Job Satisfaction	8	0.797
Organizational Performance	8	0.886
<b>Total</b>	<b>34</b>	<b>0.747</b>

## CHAPTER IV

### Research Results

#### Descriptive Statistics

After collecting the questionnaire from the sample, the questionnaire response scale which contains 34 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither Agree nor Disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 3.

**Table 3** The Degree of Approval of the Questionnaire Paragraphs

<b>Likert-Scale</b>	<b>Classification</b>	<b>Description</b>
1	1 – 1.79	Strongly Disagree
2	1.8 – 2.59	Disagree
3	2.6 – 3.39	Neither Agree nor Disagree
4	3.4 – 4.19	Agree
5	4.2 – 5	Strongly Agree

The research relied on the degree of approval of the questionnaire paragraphs according to (idek et al., 2014) the rule specified in Table 4 that the approval for the paragraph is strongly disagreed if the average mean of the paragraph is between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

## Leadership Styles

Table 4 shows the mean scores for the LS functions and its sub-dimensions items. The respondents' mean scores for the sub-dimensions of LS functions items range from 2.908 to 3.708. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Were the respondents' mean scores for Transformational Leadership were 3.32, Transactional Leadership was 3.77. therefore, the respondents' mean scores for LS functions (overall), as well as each of its dimensions, were all above the 2.00 mid-point score. These scores indicate the employees' perceptions of the LS functions carried out by their organization performance agreed and satisfactory.

**Table 4** the mean scores for the LS functions and its sub-dimensions items

<b>Code</b>	<b>Means</b>	<b>STD</b>	<b>Degree of Approval</b>
LS1	3.67	.903	Agree
LS2	3.11	.907	Natural
LS3	2.91	.752	Natural
LS4	3.71	1.046	Agree
LS5	3.31	1.019	Natural
LS6	3.31	.909	Natural
LS7	3.53	1.040	Agree
LS8	3.04	.835	Disagree
<b>Total LS</b>	<b>3.32</b>		<b>Natural</b>
TL1	3.34	1.035	Natural
TL2	4.07	1.111	Natural
TL3	3.75	1.062	Agree
TL4	4.01	1.062	Agree
TL5	3.36	1.040	Natural
TL6	4.09	1.110	Agree
<b>Total TL</b>	<b>3.77</b>		<b>Agree</b>
TAL1	3.68	.849	Agree
TAL2	4.65	.670	Strongly Agree

TAL4	3.78	.845	Agree
<b>Total TAL</b>	<b>4.04</b>		<b>Agree</b>

### Job satisfaction

Table 5 shows the mean scores for JS items. The respondent's mean scores for JS items range from 2.86 to 3.66. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for JS carried out by their organization are natural.

**Table 5** the mean scores for the JS items

Code	Means	STD	Degree of Approval
JS1	2.86	1.481	Natural
JS2	3.66	1.062	Agree
JS3	2.94	1.599	Natural
JS4	3.18	1.290	Natural
JS5	3.54	1.337	Agree
JS6	3.55	1.132	Agree
JS7	2.87	1.582	Natural
JS8	3.53	1.280	Agree
<b>Total JS</b>	<b>3.26</b>		<b>Natural</b>

### Organizational Performance

Table 6 shows the mean scores for OP Items. The respondent's mean scores for the OP items range from 2.22 to 2.96. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for OP carried out by their organization are natural.

**Table 6** the mean scores for OP items

<b>Code</b>	<b>Means</b>	<b>STD</b>	<b>Degree of Approval</b>
OP1	2.74	1.170	Natural
OP2	2.91	1.161	Natural
OP3	2.25	1.042	Disagree
OP4	2.22	1.043	Disagree
OP5	2.44	1.037	Disagree
OP6	2.67	1.165	Natural
OP7	2.73	1.206	Natural
OP8	2.96	1.115	Natural
<b>Total OP</b>	<b>2.62</b>		<b>Natural</b>

### **Demographical information**

#### ***GENDER***

Gender respondents were selected in two categories: male and female. In data from Jordanian Bank, the majority of male and female respondents were 71% and 29% respectively. This is consistent with the fact that females are in Jordan usually took the role of the family only and the males were responsible to do business and make money for the family. But this has begun to change in the recent past, and now more female workers continue to work even after marriage because of the constantly rising cost of living and low wages for their partners. Tables 7 summarize the sample distribution by gender.

**Table 7** Sample Distribution by Gender

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	284	71
Female	116	29
Total	400	100

**Age**

In Jordanian Banks data, respondents were of different age groups in a relative distribution as shown in Table 8. The highest representation is respondents who belong to the 30 – 34 years by 33.50%. The rate of aging between 35 – 35 years was 22.0%, respondents from 25 – 29 years were 20.80%, from 40 – 44 years 9.5%, from 45 – 49 years 7.5%, and 5.80% were more than 50s years.

**Table 8** Sample Distribution by Age

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age</b>		
25 - 29	87	21.80%
30 - 34	134	33.50%
35 - 39	88	22.00%
40 - 44	38	9.50%
45 - 49	30	7.50%
50 years and more	23	5.80%
Total	400	100

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### ***Educational Level***

The educational level of respondents was measured in three categories as shown below in Table 9. In Banking sector in Jordan, the highest percentage of respondents who obtained an undergraduate degree is 89.3%, and postgraduate or above is 10.8%.

**Table 9** Sample Distribution by Educational Level

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Educational level</b>		
Undergraduate	357	89.30%
Postgraduate	43	10.80%
Total	400	100.00%

### ***Years of Experience in this at the Bank***

Years of experience in this bank of respondents were measured in seven categories as shown below in Table 10. In Banking sector in Jordan, the highest percentage of respondents who has experience from 5 – 9 years by 37.8%. the experience from 1 – 4 years was 22.5%, from 10 – 14 years 20.8%, from 15 – 19 years was 9.5%, 25 years or more was 7.5%, and 2.0% who has 20 – 24 years of experience in this bank.

**Table 10** Sample Distribution by Years of Experience in this Bank

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Years of Experience in this Bank</b>		
1-4	90	22.5%
5-9	151	37.8%
10-14	83	20.8%
15-19	38	9.5%
20-24	8	2.0%
25 years and more	30	7.5%
Total	400	100.0%

### **Correlation Analysis**

The results of the correlation analysis indicate that all the seven constructs were positively correlated with each other with a 0.01 significance value are shown in Table 11. The relationship between LS functions and TL ( $R = 0.668$ ,  $p = 0.01$ ) is considered as a



significant and high positive correlation. The relationship between LS functions and TAL ( $R = 0.572$ ,  $p = 0.01$ ) is considered as a significant moderate positive correlation. The correlation coefficient between LS function and JS ( $R = 0.518$ ,  $p = 0.01$ ) is considered as a significant and moderate positive correlation. Also, correlation coefficient between LS function and OP ( $R = 0.533$ ,  $P = 0.01$ ) is considered as a significant and moderate positive correlation. The correlation coefficient between TL and LS ( $R = 0.668$ ,  $P = 0.01$ ) is indicated as a significant and high positive correlation. The correlation coefficient between TL and TAL ( $R = 0.779$ ,  $P = 0.01$ ) is considered a significant and high positive correlation. The correlation coefficient between TL and JS ( $R = 0.806$ ,  $P = 0.01$ ) is considered as a significant and high positive correlation. Also, the correlation coefficient between TL and OP ( $R = 0.822$ ,  $P = 0.01$ ) is considered as a significant and high positive correlation among all LS functions. The correlation coefficient TAL and LS ( $R = 0.572$ ,  $P = 0.01$ ) is considered as a significant and moderate positive correlation. The correlation coefficient between TAL and TL ( $R = 0.779$ ,  $P = 0.01$ ) is considered as a significant and high positive correlation. The correlation coefficient between TAL and JS ( $R = 0.763$ ,  $P = 0.01$ ) is considered as significant as a high positive correlation. Also, the correlation coefficient between TAL and OP ( $R = 0.765$ ,  $P = 0.01$ ) is considered as a significantly high positive correlation.

The correlation coefficient between JS and TL ( $R = 0.806$ ,  $P = 0.01$ ) is considered as a high positive correlation. The correlation coefficient between JS and TAL ( $R = 0.763$ ,  $P = 0.01$ ) is considered as a high positive correlation. The correlation coefficient between JS and OP ( $R = 0.958$ ,  $P = 0.01$ ) is considered as a high positive correlation. The correlation coefficient between OP and TL ( $R = 0.822$ ,  $P = 0.01$ ) is considered as a high positive correlation. The correlation coefficient between OP and TAL ( $R = 0.765$ ,  $P = 0.01$ ) is considered as a high positive correlation. The correlation between OP and JS ( $R = 0.958$ ,  $P = 0.01$ ) is considered as a high positive correlation.

**Table 11** Correlation between Research Variables

	<b>LS</b>	<b>TL</b>	<b>TAL</b>	<b>JS</b>	<b>OP</b>
<b>LS</b>	1				
<b>TL</b>	.668**	1			
<b>TAL</b>	.572**	.779**	1		
<b>JS</b>	.518**	.806**	.763**	1	
<b>OP</b>	.533**	.822**	.765**	.958**	1

N=400 for each sector

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **Hypotheses Testing**

The researchers used the PROCESS procedure for SPSS v3.5 and linear regression to test the research hypotheses, which is a software developed to help researchers to test the relationships between variables that have a mediator or a moderator (Hayes,2018). This research consists of ten main hypotheses and twenty-one sub-Hypotheses. The relationship for these hypotheses and hypotheses divided into five sections:

#### **1. The Relationship between Leadership Styles and Organizational Performance**

*H1: There is a positive impact between LS and OP*

*H1a: There is a positive impact between TL and OP*

*H1b: There is a positive impact between TAL and OP*

#### **2. The relationship between Leadership Styles and Job Satisfaction**

*H<sub>2</sub>: There is a positive impact between LS and JS.*

*H<sub>2a</sub>: There is a positive impact between TL and JS*

*H<sub>2b</sub>: There is a positive impact between TAL and JS*

### **3. Job Satisfaction mediates the relationship between Leadership Styles and Organizational Performance**

*H<sub>3</sub>: JS mediating the relationship between LS and OP.*

*H<sub>3a</sub>: JS mediating the relationship between TL and OP*

*H<sub>3b</sub>: JS mediating the relationship between TAL and OP*

### **4. The relationship between Job Satisfaction and Organizational Performance**

*H<sub>4</sub>: There is a positive impact between JS and OP.*

#### ***The Relationship between Leadership Styles and Organizational Performance***

Hypothesis H1 posits that LS functions positively influence OP. As shown in Table 12. Linear Regression demonstrated that the path estimates between LS functions and OP was significant ( $F = 158.212$ ,  $p < 0.05$ ,  $R^2 = 0.284$ ). Also, the model coefficient shows that LS functions were positive and statistically significant to OP ( $T = 12.578$ ,  $\beta = 0.211$ ,  $p < 0.05$ ). Hypothesis H1a posits that LS functions positively influence OP. As shown in Table. Linear Regression demonstrated that the path estimates between TL functions and OP was significant ( $F = 827.994$ ,  $p < 0.05$ ,  $R^2 = 0.675$ ). Also, the model coefficient shows that TL functions were positive and statistically significant to OP ( $T = 28.775$ ,  $\beta = 0.974$ ,  $p < 0.05$ ). Hypothesis H1b posits that TAL functions positively influence OP. As shown in Table. Linear Regression demonstrated that the path estimates between TAL functions and OP was significant ( $F = 561.737$ ,  $p < 0.05$ ,  $R^2 = 0.585$ ). Also, the model coefficient shows that TAL functions were positive and statistically significant to OP ( $T = 23.701$ ,  $\beta = 1.235$ ,  $p < 0.05$ ). According to the lower and upper bound of the 95% confidence interval if zero falls between them, then the hypothesis has been rejected. If zero falls outside of the interval, then the hypothesis has been accepted. In Table shows that zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI = 0.908, ULCI

= 0.1261), so the author infers that the effect of LS functions on OP is significantly different from zero. Therefore, hypothesis H1, H1a, H1b was accepted.

**Table 12** the regression analysis between LS and its dimensions and OP

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.533 <sup>a</sup>	.284	.283	8.350	.284	158.212	1	398	.000
a. Predictors: (Constant), LS									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	11032.191	1	11032.191	158.212	.000 <sup>b</sup>			
	Residual	27752.746	398	69.731					
	Total	38784.938	399						
a. Dependent Variable: OP									
b. Predictors: (Constant), LS									
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	60.118	1.136		52.902	.000	57.884	62.352	
	LS	.211	.017	.533	12.578	.000	.178	.244	
a. Dependent Variable: OP									
<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.822 <sup>a</sup>	.675	.675	5.625	.675	827.994	1	398	.000
a. Predictors: (Constant), TL									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			

1	Regression	26194.004	1	26194.004	827.994	.000 <sup>b</sup>			
	Residual	12590.934	398	31.636					
	Total	38784.938	399						
a. Dependent Variable: OP									
b. Predictors: (Constant), TL									
<b>Coefficients<sup>a</sup></b>									
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	
1	(Constant)	34.925	1.367		25.553	.000	32.238	37.612	
	TL	.974	.034	.822	28.775	.000	.907	1.040	
a. Dependent Variable: OP									
<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.765 <sup>a</sup>	.585	.584	6.357	.585	561.737	1	398	.000
a. Predictors: (Constant), TAL									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	22700.941	1	22700.941	561.737	.000 <sup>b</sup>			
	Residual	16083.996	398	40.412					
	Total	38784.938	399						
a. Dependent Variable: OP									
b. Predictors: (Constant), TAL									
<b>Coefficients<sup>a</sup></b>									
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	

1	(Constant)	29.912	1.863		16.059	.000	26.250	33.574
	TAL	1.235	.052	.765	23.701	.000	1.133	1.338
a. Dependent Variable: OP								

### *The relationship between Leadership Styles and Job Satisfaction*

Hypothesis H2, posits that LS positively influences JS. As shown in Table 13. The Linear Regression demonstrated that the path estimates between LS and JS significant ( $f = 145.970$ ,  $p < 0.05$ ,  $R^2 = 0.268$ ). Also, the model coefficient shows that were positive and statistically significant to JS ( $T = 12.082$ ,  $\beta = 0.108$ ,  $p < 0.05$ ). Hypothesis H2a, posits that TL positively influences JS. As shown in Table. The result demonstrated that the path estimates between TL and JS significant ( $f = 736.045$ ,  $p < 0.05$ ,  $R^2 = 0.649$ ). Also, the model coefficient shows that were positive and statistically significant to JS ( $T = 27.130$ ,  $\beta = 0.509$ ,  $p < 0.05$ ). Hypothesis H2b, posits that TAL positively influences JS. As shown in Table. Linear Regression demonstrated that the path estimates between TAL and JS significant ( $f = 552.897$ ,  $p < 0.05$ ,  $R^2 = 0.581$ ). Also, the model coefficient shows that TAL were positive and statistically significant to JS ( $T = 23.514$ ,  $\beta = 0.652$ ,  $p < 0.05$ ). So, the author infers that the effect of LS on JS is significantly different from zero, therefore, hypothesis H2, H2a, H2b was accepted.

**Table 13** the regression analysis between LS and its dimensions and JS

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.518 <sup>a</sup>	.268	.267	4.474	.268	145.970	1	398	.000
a. Predictors: (Constant), LS									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	2922.284	1	2922.284	145.970	.000 <sup>b</sup>			
	Residual	7967.876	398	20.020					

	Total	10890.160	399						
a. Dependent Variable: JS									
b. Predictors: (Constant), LS									
<b>Coefficients<sup>a</sup></b>									
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	
1	(Constant)	30.298	.609		49.757	.000	29.101	31.495	
	LS	.108	.009	.518	12.082	.000	.091	.126	
a. Dependent Variable: JS									
<b>Model Summary</b>									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.806 <sup>a</sup>	.649	.648	3.099	.649	736.045	1	398	.000
a. Predictors: (Constant), TL									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	7068.193	1	7068.193	736.045	.000 <sup>b</sup>			
	Residual	3821.967	398	9.603					
	Total	10890.160	399						
a. Dependent Variable: JS									
b. Predictors: (Constant), TL									
<b>Coefficients<sup>a</sup></b>									
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	
1	(Constant)	17.147	.753		22.771	.000	15.667	18.628	
	TL	.506	.019	.806	27.130	.000	.469	.542	
a. Dependent Variable: JS									

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.763 <sup>a</sup>	.581	.580	3.384	.581	552.897	1	398	.000
a. Predictors: (Constant), TAL									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	6332.058	1	6332.058	552.897	.000 <sup>b</sup>			
	Residual	4558.102	398	11.453					
	Total	10890.160	399						
a. Dependent Variable: JS									
b. Predictors: (Constant), TAL									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	14.166	.992		14.286	.000	12.216	16.115	
	TAL	.652	.028	.763	23.514	.000	.598	.707	
a. Dependent Variable: JS									

***Job Satisfaction mediate the relationship between Leadership Styles and Organizational Performance***

Hypothesis H3, posits that LS functions positively influence OP. As shown in Table 14 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of LS functions was positively associated with OP ( $F = 2278.2233$ ,  $R^2 = 0.9199$ ,  $P < 0.05$ ). It was also found that LS functions were positively related to OP ( $T = 3.0456$ ,  $\beta = 0.68341$ ,  $P < 0.05$ ).



Hypothesis H3a, posits that JS mediates the relationship between TL and OP. As shown in Table 14 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of TL functions was positively associated with OP ( $F = 2451.0438$ ,  $R^2 = 0.2251$ ,  $P < 0.05$ ). It was also found that TL was positively related to JS ( $T = 6.1339$ ,  $\beta = 0.1685$ ,  $P < 0.05$ ). Hypothesis H3b, posits that JS mediates the relationship between TAL and OP. As shown in Table 14 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of TAL was positively associated with OP ( $F = 2308.4115$ ,  $R^2 = 0.9208$ ,  $P < 0.05$ ). It was also found that TAL was positively related to JS ( $T = 3.7720$ ,  $\beta = 0.1330$ ,  $P < 0.05$ ). In this research, the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resamples. The indirect effect of the mediation analysis confirmed the mediating role of JS in the relationship between LS functions OP because zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI=1.614, ULCI=2.163), so the author infers that the effect of JS between LS functions and OP is significantly different from zero. This means that the direct effect of JS functions on OP became significant when controlling through JS, thus suggesting a partial mediation. Therefore, hypothesis H3, H3a, H3b, was accepted.

**Table 14** Mediation analysis of JS between LS and OP

<b>Model Summary</b>						
<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F-value</b>	<b>df1</b>	<b>df2</b>	<b>p-value</b>
.9591	.9199	7.8299	2278.2233	2.0000	397.000	0.000
<b>Model Coefficient</b>						
	<b><math>\beta</math> coefficient</b>	<b>SE</b>	<b>T-value</b>	<b>p-value</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	6.8341	1.0233	6.6787	0.000	4.8224	8.8458
<b>LS</b>	.0200	.0066	3.0456	0.000	.0071	.0329

<b>Indirect Effect</b>						
	<b>Effect</b>	<b>SE</b>	<b>LLCI</b>	<b>ULCI</b>		
<b>JS</b>	0.1908	.0131	.1647	.2163		
<b>Model Summary</b>						
<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F-value</b>	<b>df1</b>	<b>df2</b>	<b>p-value</b>
.9618	.9251	7.3192	2451.0438	2.0000	397.0000	0.000
<b>Model Coefficient</b>						
	<b><math>\beta</math> coefficient</b>	<b>SE</b>	<b>T-value</b>	<b>p-value</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	7.6286	.9976	7.6467	0.000	5.6673	9.5899
<b>TL</b>	.1685	.0275	6.1339	0.000	.1445	.2225
<b>Indirect Effect</b>						
	<b>Effect</b>	<b>SE</b>	<b>LLCI</b>	<b>ULCI</b>		
<b>JS</b>	.8051	.0748	.6606	.9457		
<b>Model Summary</b>						
<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F-value</b>	<b>df1</b>	<b>df2</b>	<b>p-value</b>
.9596	.9208	7.7356	2308.4115	2.0000	397.0000	0.000
<b>Model Coefficient</b>						
	<b><math>\beta</math> coefficient</b>	<b>SE</b>	<b>T-value</b>	<b>p-value</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	5.9772	1.0024	5.9632	0.000	4.0066	7.9478
<b>TAL</b>	.1330	.3052	3.7720	0.000	0.637	.2023
<b>Indirect Effect</b>						

	Effect	SE	LLCI	ULCI		
<b>JS</b>	1.1024	.0907	.9321	1.2863		

### *The relationship between Job Satisfaction and Organizational Performance*

Hypothesis H4, posits that the relationship between JS and OP. As shown in Table 15 the Linear Regression was conducted to assess each component of the proposed model. The result shows that the JS was positively associated with OP ( $F = 4454.545$ ,  $R^2 = 0.918$ ,  $P < 0.05$ ). It was also found that JS was positively related to OP ( $T = 66.742$ ,  $\beta = 1.808$ ,  $P < 0.05$ ). So, the author infers that the effect of JS on OP is significantly different from zero. Therefore, hypothesis H4, was accepted.

**Table 15** the regression analysis between JS and OP

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.958 <sup>a</sup>	.918	.918	2.827	.918	4454.545	1	398	.000
a. Predictors: (Constant), JS									
<b>ANOVA<sup>a</sup></b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	35603.843	1	35603.843	4454.545	.000 <sup>b</sup>			
	Residual	3181.095	398	7.993					
	Total	38784.938	399						
a. Dependent Variable: OP									
b. Predictors: (Constant), JS									
<b>Coefficients<sup>a</sup></b>									
Model	B	Std. Error	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B			
						Lower Bound	Upper Bound		

1	(Constant )	6.258	1.016		6.159	.000	4.261	8.256
	JS	1.808	.027	.958	66.742	.000	1.755	1.861
a. Dependent Variable: OP								

## CHAPTER V

### Discussion and Conclusion

#### Discussion

The entire research has played a significant role to evaluate the impact of LS (TL and TAL) during Covid-19. The LS is thoroughly associated with employees' outcomes because the ultimate core of LS is originated with organizational success which is measured in terms of outputs. Hence, the efficiency of the outcomes associated with the employees' trust, extra efforts, and JS. The actual purpose of the research is to collect the data from all three hierarchies of management as upper, middle, and lower to calculate the 360-degree impact of LS upon the employees and their concerned performance during Covid19. Banking Sector is one of the most testing areas for LS to improve the employees' performance. it is however noted that females have departed the Banking Sector during Covid-19. Therefore, the obtained data has shown the male-occupied and dominant but the cause of less female participation remain vague. Conclusively, it is found that both styles of LS as TAL and TL played a significant role during Covid-19 to enhance and maintain the OP concerning JS, maintained the trust and not even put the additional burden and gained further efforts to maintain the work efficiency. Transformational leaders propose that transform short-term objectives and put peek-order intrinsic needs; meanwhile, transactional leaders put more focus to exchange the availability of resources (Erkutlu,2008). It cannot vary from Burns's (1978) principle of transactional management that upwards it's sticking by demanding their adherents' interests (Yukl & Mahsud, 2010). Undoubtedly, the crisis keeps the LS tactics of a leader to a real test, no matter what the reason for the crisis is. Occasionally numbers or key performance indicators (KPI's), earning per share, turnover, and cost, all connected to revenue conclusion aroused to evaluate a successful leader (McNulty & Marcus, 2020).

The results of this revealed that LS and its two dimensions (TL and TAL) are directly and positively correlated with JS and OP even in the covid-19 situation. These results are aligned with the previous studies such as (Boamah, Laschinger et al. 2018, Almohtaseb, Almahameed et al. 2020). Additionally, this research attempted to investigate the

mediating role of JS between LS and OP. The results of the mediation analysis show that JS significantly mediates the relationship between LS (TL and TAL) and OP. As recent studies observed that due to the current outbreak of Covid-19, Banking sector are facing tremendous functional challenges. These challenges are equally problematic for small, medium, and large size firms around the world. The majority of organizations reported an explicit reduction of work activity and production during Covid-19 (Almohtaseb, Almahameed et al. 2020). A snapshot survey conducted by Fcca, (2020) in China and Mainland highlighted the issues concerning Covid-19 and their impacts. To deal with relevant organizational challenges, it is the core responsibility of organizational employees and leaders to confront the challenges and cope effectively with them. For this purpose, Banking sectors have to resume their activities to further save the national economy from the massive decline (Arif, 2018). Adopting the transformational leadership due to its distant characteristics and properties Hay, (2006), proved fruitful as it immensely helped employees to work effectively and avail JS (Yıldız & Şimşek, 2016). The current research also validated the proposed relationship between LS and JS among employees. Therefore, the role of LS during increased healthcare and psychosocial challenges is highly influential. There are communicating effectively with their subordinates, Support and guide them, alleviate their uncertainties and encourage teamwork to keep the organizational environment disciplined. Due to these vigorous characteristics, we found a strong, significant, and positive correlation between transformational leadership and job satisfaction among banking sector employees in Jordan.

When LS is carried out at a distance, informal ways of interacting have disappeared which has made it harder for employees to know how their employees are doing. This, along with no other means of communication has resulted in an adaptation through increased formalization. When working at a distance the regular meetings schedule of employees was experienced as more intensive and dealing with the challenges of not being able to meet caused stress for some respondents. Social interactions with employees have gone down, but the flexibility of working from home allows employees to interact more with family. Overall, the switch to full time telework has challenged employees, but through digital adaptations work has still been able to function. In regard to what characterizes LS

at a distance, it was described that regular interactions and communication have been made digital, this means that employees have had to adapt their LS to fit a digital environment. This adaptation comes mainly in the shape of formalization, where previously available informal means of interaction no longer are available and instead are replaced by formal solutions. The area of work environment management, where knowing and addressing stress levels as well as negative emotions in the work group is an important aspect, has become harder. Since this type of work is greatly reliant on both being able to see the person, and thus having the ability to on a glance judge their emotional state, as well as then being able to in an informal way inquiring about said emotional state. In the digital work environment this previously informal relational work now has to be performed in a formal way, since there are no “accidental” run ins. In their work, many employees used digital meetings to keep the group together and facilitate social interaction. Employees also have to work harder to inquire about co-worker’s physical work environment, since the home offices may not be as ergonomic, and employees may not actively share what their environment is like. Overall, the LS is characterized by formalization and many digital meetings, where things that previously could be taken for granted now may present new challenges and requires adaptations in how they work. Also, tasks that rely on others or are creative in nature were found to be more difficult to perform at home, while focus heavy tasks can be more effective in the home environment where there are less interruptions and it generally is quieter.

COVID-19 and the change to telework was described as having an impact on employees on many levels. On a social level a general reduction in interactions was described. For some this resulted in feelings of loneliness or reduced motivation, for others it could feel relieving to have more alone time in their workday. On a physical level, employees experienced themselves being less active. There are less natural micro breaks, and no walking distance between meetings. Resulting in a more static work environment, where they sometimes would not move from their chair for a whole workday. On a psychological level, as in well-being, many described their current situation as stressful in new ways than when working from the office. Some examples of stress causing factors were the expectation of availability, worry about co-worker’s emotional state and ensuring that the digital work environment would flow as successfully as possible. Also, the high number

of digital meetings and lack of breaks was described as stressful by many. Finally, a positive effect of working from home was an increased flexibility and therefore ability to balance their work life needs with personal life needs. This was described by most as something that benefited them, giving more opportunity to socialize with family during their workday.

## **Conclusion**

The change to full time LS has posed many challenges for employees in the banking sector in Jordan. Adaptations have been made to ensure that the productivity and ability of employees to keep doing their job have been made, but they have come with side effects for employees who have a high number of digital meetings per day. Things that were done through informal channels previously now need to be formalized, and the main pain points described were in the areas related to “informal” work. This research has provided a description of what managerial work at a distance can look like in Jordan during the COVID-19 pandemic. Overall, LS during the pandemic seems to revolve around finding new ways to work through digital tools while the way of interaction with organizational support systems for employees such as HR remain the same. Also, the LS of the employees in this research was not said to have changed much when working from a distance. Implying that the old methods of managerial work still are usable to some extent in the new environment, although as discussed, they been affected by formalization. Some practical implications of this research results can be identified. First, since some work tasks function better while some are more challenging, planning for this when designing a telework practice can be favorable in order to increase productivity. Perhaps, in the future when COVID19 conditions no longer apply, it can be beneficial to perform tasks that require cooperation with others on site, while delegating focus heavy tasks to telework hours. While the current way of communication digitally does not seem to lend itself well to creative work, it is possible that an innovative way of doing online work could solve this issue. But this is something that would require further investigation and a recommendation cannot be made based on the results of this research alone. Another implication for practice is a recommendation stemming from the result of employees having schedules that are tightly packed with online meetings with little planned time for



breaks or personal work. Depending on whether or not this is viewed as an issue, it might be beneficial to allocate time for breaks and personal work in order to reduce the risk of burnout, allowing employees to be prepared for each meeting and get more time for personal work. Finally, the result that it is harder to tell how employees are feeling, and that employees have less insight into what the employee's physical workspace looks like are important issues to solve in order to improve the work environment for long time teleworks. Ensuring access to proper office equipment could be beneficial on a physical level for both employers and employees. And having some time at the office could make it easier for employees to get a read on how their employees are doing. Either way, the issues surrounding work environment management discovered in this research seem to be important to solve going forward in order to ensure the well-being of employees as well as reduce the stress employees are feeling in not being able to tell how their employees are doing.

### **Limitations and Future Research**

This research involves a convenient sampling method which is one of the necessary research limitations. In future studies, researchers can use probability sampling to get more deep insight into the model. Moreover, there are other leadership styles, that can also play a vital role to nullify the impacts of Covid-19. Thus, examining the role of only transformational leadership style in the Banking sector further narrows down the scope of the current research. Future studies can broaden the scope of the research by including the different sector as well. Moreover, the researcher made every possible effort to bring clarity in conducting the research and recommends more studies on leadership during emergencies like Covid-19. Especially to further highlight the role of LS, other more aspects and characteristics should be investigated.

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## Appendix

### Questionnaire



**Near East Bank**

**Faculty of Economics and Administrative Science**

**Department of Business Administration**

**Dear Responder,**

This questionnaire aims to complete research conducted by the researcher under the title, **The Impact of Leadership Styles on Employee Job Satisfaction and Organizational Performance During COVID-19**. Please fill this questionnaire that designed to conduct the research. All data will be used for scientific research purposes and will be treated with strict confidentiality.

**Thank you for your cooperation**

**Researcher**

**Please answer the questions by placing a (X) next to the answer that suits you.**

**1. Gender**

Male  Female

**2. Age**

Less Than 25  From 25 - 29  From 30 - 34  From 35 - 39   
 From 40 - 44  From 45 - 49  More than 50s

**3. Educational level**

Diploma and below  Undergraduate  Postgraduate or above

#### 4. Years of Experience

Less than 1 year  From 1 - 4 years  From 5 – 9 years  From 10 - 14 years

From 15 – 19 years  From 20 – 24 years  25 or More years

**Please answer the questions by placing an (X) next to the answer you think is appropriate for you.**

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	<b>Leadership Styles</b>	(Karamat, 2013)				
1.	It is a supervisor's task to supervise the employees closely.					
2.	The supervisor should let the employees be a part of the decision- making process.					
3.	In complex situations, leaders should let subordinates work problems out on their own.					
4.	A good leader should provide guidance without pressure					
5.	Our leaders give us free reign when we are doing our jobs.					
6.	It is a leader's task to give rewards or punishment to motivate employees to achieve organizational objectives.					
7.	The leaders in this organization help their employees accept responsibility for completing their work					
8.	The leader should have frequent and supportive communication with his employees					

	<b>Transformational Leadership</b>	<b>(Karamat, 2013)</b>				
<b>9.</b>	My manager encourages employees to become a good team palyers					
<b>10.</b>	My manager has clear understandingand inspires with future plans					
<b>11.</b>	My manager talks about his values and beliefs					
<b>12.</b>	My manger has stimulated me to lookat things in new way					
<b>13.</b>	My manager communicates freely					
<b>14.</b>	My manager is aware and pays attention to my needs and concerns					

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	<b>Transactional Leadership</b>	(Karamat, 2013)				
15.	My manager tells us what to do if we want to rewarded for our work					
16.	My manager gives me special recognition at my good performance					
17.	My manger tells us the standards that we need to know to carry out our work					
18.	My manager expects best performance					
	<b>Job Satisfaction</b>	(DUSING, 2017)				
19.	There is regular and open communication among employees					
20.	I believe what I am told by senior leadership.					
21.	This company is well run.					
22.	There's a sense that we're all on the same team at this company.					
23.	This company culture is special - something you don't find just anywhere.					
24.	All things considered, this is a great place to work					
25.	I am satisfied with my job					
26.	I am happy with the opportunity to get a better job in this company.					
	<b>Organizational Performance</b>	(Karamat, 2013)				



27.	I exactly doing my tasks that are chosen for me					
28.	I always encouraged to use the standard procedures					
29.	I have freedom of action					
30.	I am satisfied with the settlement of the conflicts that happen					
31.	I pushed for improved quality					
32.	I motivated towards accomplishing a goal or a task					
33.	I allowed to have my own judgment in solving problems					
34.	I get a rewards for my performances					

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## Ethical Committee Approval



### BİLİMSEL ARAŞTIRMALAR ETİK KURULU

12.04.2022

Dear Nassia Safa Roble Moussa

Your application titled **“The Impact of Leadership Styles on Employee Job Satisfaction and Organizational Performance During COVID-19”** with the application number NEU/SS/2022/1260 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

**Note:**If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.