

## Impact of Leadership on Job Satisfaction and Employee Commitment

Kashif Shakoor <sup>1\*</sup>

<sup>1</sup> M.Phil. Scholar, Department of Management Sciences, National University of Modern Languages, Multan, Punjab, Pakistan.  
Email: [kashifshakoor@numl.edu.pk](mailto:kashifshakoor@numl.edu.pk)

**ABSTRACT:** This study examines the impact of leadership, focusing on transformational leadership and effective leadership styles, on job satisfaction and commitment of employees. Given the increasing awareness about the importance of leadership on organizational results, this research aims to investigate how different leadership styles relate to employee job satisfaction and organizational commitment. SEM-PLS was used to test hypotheses with the help of data collected from 300 respondents. The findings suggest that transformational leadership, with its focus on motivation, individual support and intellectual stimulation, contributes to a climate of support that greatly influences job satisfaction. When employees are inspired by transformational leaders, they have a greater emotional affirmation of their work and the organization. This emotional bond, in return, leads to greater organizational commitment, job performance and less turnover intentions. In addition, the research suggests job satisfaction as a mediator in the relationship between leadership styles and employee commitment, and in turn, emphasizes its importance in reinforcing the relationship between leadership and organizational outcomes. Extending the 300 Social Exchange Theory, this study underlines the bilateral nature of leadership exchange, in which the benefits that leaders give such as support, recognition, and empowerment are given back by employees with increased satisfaction and commitment. The results indicate that the most successful leadership behaviors should be addressed by organizations to enhance job satisfaction and reduce turnover intent. This research suggests that organizations looking to create a committed and motivated workforce should better understand how leadership impacts employee behavior.

**KEYWORDS:** Effective Leadership, Transformational Leadership, Job Satisfaction, Employee Commitment

### Introduction

#### Background and Rationale

The connection between leadership styles, job satisfaction, and staff commitment is one of the main purposes of study in the field of organizational behavior and management. Good leadership is key to forming organizational culture and employee attitudes. Among numerous types of leadership, transformational leadership has received immense attention for being capable of inspiring, motivating, and engaging followers (Perdana, 2025). Job satisfaction, or workers' level of satisfaction with their jobs, has likewise been widely researched as a predictor of employee attitudes and behaviors. Employee commitment is emotional attachment that employee has developed

**Pages:** 280 – 299

**Volume:** 5

**Issue:** 1 (2026)

#### Corresponding Author

Kashif Shakoor

✉ [kashifshakoor@numl.edu.pk](mailto:kashifshakoor@numl.edu.pk)

**Cite this Article:** Shakoor, K. (2026). Impact of Leadership on Job Satisfaction and Employee Commitment. *The Regional Tribune*, 5(1), 280-299.

<https://doi.org/10.55737/trt/v-i.224>

with the organization is one of the leading results which has been impacted by job satisfaction. This study investigates the relationship between two concepts of leadership, effective leadership and transformational leadership, in affecting job satisfaction and hence employee commitment. This also study analyses the mediating role of job satisfaction among these leadership styles and employee commitment (Atta & Khan, 2025).

Leadership is known to be an important factor in determining different organizational outcomes including employee performance, motivation and satisfaction. Managers are who creates the culture, defines the way things will be, and lead employees to meet personal and company objectives (Oktaysoy et al., 2025). There are various models of leadership, from models that emphasize clarity of goals, rewards, and performance management (transactional leadership) to those that prioritize vision, inspiration, and individualized consideration of employees' needs (transformational leadership). Both of these leadership styles can affect job satisfaction but through different means. Whereas transactional leadership is more likely to center on extrinsic motivators like rewards, recognition, and the like, transformational leadership aims to inspire intrinsic motivation by helping individuals feel a purpose and by aligning personal values with those of the organization (Virgana & Fitriani, 2025).

The study seeks to contribute to leadership and employee outcome literature by deepening our understanding of the role of leadership styles, in particular, transformational leadership and its link with job satisfaction and employee commitment (Kim & Meganck, 2025). It also contributes to the increasing literature of the mediating role of job satisfaction in organizational behavior by providing evidence on how organizations can use leadership styles to increase satisfaction and, ultimately, increase commitment. For practitioners as well as the present study's results might be interesting to consider and draw on for shaping a more engaged and committed workforce (Jan et al., 2025). By recognizing the complex interrelationships among leadership, satisfaction and commitment, organizations may adopt more powerful strategies to achieve beneficial workplace effects.

Employees are essential to an organization's success in the competitive world of today. Committed workers who are valued by the company put in more effort to achieve its goals (Gavya & Subashini, 2024). The connection between leadership styles, job satisfaction, and staff commitment is one of the main purposes of study in the field of organizational behavior and management. Good leadership is key to forming organizational culture and employee attitudes. Among numerous types of leadership, transformational leadership has received immense attention for being capable of inspiring, motivating, and engaging followers (Perdana, 2025). Numerous employee attitudes and actions that affect job performance and satisfaction are associated with organizational commitment. Effective leadership is necessary for organizations to create policies and procedures that encourage and engage workers, fostering loyalty and lowering attrition. The process of accomplishing organizational goals is intricate and involves motivation, leadership, goal-setting, and persuasion. Organizations view leadership as an organizational competence, not just as a human trait possessed by those at the top. Regardless of the organization's size or structure, effective leaders optimize their subordinates' performance to accomplish corporate goals. Motivating staff members is a crucial component of good leadership since it aids in achieving company objectives. Leadership has a direct impact on employee work satisfaction, which enhances organizational performance and promotes long-term success. By giving guidance and inspiration, leaders help others reach their objectives (Dubey et al., 2023).

## Literature Review

### Impact of Effective Leadership on Job Satisfaction

The leadership-job satisfaction relationship has been a subject of great interest in organizational behavior and management studies for many years. Job satisfaction is the employees' sense of well-being, happiness, or contentment when performing a job, which affects their motivation, productivity and their commitment to an

organization (Melani et al., 2025). Effective leadership is critically important to influencing job satisfaction through creating a favorable work atmosphere, encouraging employees and aligning personal objectives with the organization's goals. The article discusses the influence on employee satisfaction in the workplace of effective leadership, and considers relevant leadership styles, processes, and outcomes through the lens of job satisfaction (Sidauruk et al., 2025).

Successful leadership has been linked to certain leadership styles that influence the level of job satisfaction among employees. Various types of leadership, such as transactional leadership, transformational leadership and servant leadership, may lead to different levels of job satisfaction (Khan, 2025). One of the most effective leadership styles to create high levels of job satisfaction is thought to be transformational leadership. This is a style which leaders inspire, motivate and intellectually stimulate followers and followers to exceed self-interests for the sake of the organizational interest. Transformational leaders exhibit behaviors that include articulating a clear vision, encouraging employees to think creatively, and satisfying employees' needs (Lusiana et al., 2025). This kind of leadership practice fosters a positive work climate, where employees will feel appreciated, respected, and supported. Transformational leadership also cultivates intrinsic motivation and thus is associated with greater job satisfaction as employees feel more congruence between their personal value and organizational goals (Hariyasasti, 2025).

In sum, the influence of leadership effectiveness on satisfaction is complex and deep. Leadership approaches as transformational, and effective leadership can affect job satisfaction by the way of communication, motivation, organizational culture, and social support. The beneficial effects of job satisfaction (e.g., in terms of job performance, turnover, organizational commitment, and well-being of employees) underscore the importance of leadership for a productive and committed workforce. Since the employee satisfaction grows more important day by day in organizations being aware of the role of an efficient leadership function on satisfaction is still necessary for working out the ideal and healthy work-life environment (Sam et al., 2025).

**H1:** Effective leadership has a positive impact on job satisfaction.

### Impact of Transformational leadership on Job Satisfaction

The leadership with transforming impact is one that inspires and motivates employees to act and does not just respond to self-interest; stakeholders who initially were in it only for the cash allows themselves to feel their own values and goals, inspires employees to act as an organization and to believe that the organization's fate and their own fate are linked. Employees to achieve their own best through their identification with a charismatic leader and employees to transcend their own perceived self-interest for the sake of a greater good (Atta et al., 2025).

Transformational leaders typically foster creativity, promote personal and professional development, and share a vision for the future. These leaders set an example, give personal attention to employees, and provide stimulation that fosters employees to question the status quo and try new approaches. Transformational leaders engender such behaviors and thereby produce an atmosphere in which employees feel appreciated and motivated, thereby increasing job satisfaction (Adawiyah et al., 2025). Motivation is one of the major mechanisms of the relationship between transformational leadership and job satisfaction. Transformational leaders are good at motivating subordinates to act for the sake of the culture. They do want everything to be aligned to personal goals because then they integrate people's purpose and meaning to the work that they do.

The line of fit to job satisfaction is important given that employees who feel that their job has meaning for them, as well as for the organization, are more satisfied. Emphasis on intrinsic motivation is impactful because it's associated with greater job satisfaction, and engagement, than extrinsic motivations, including rewards and punishment. Individualized consideration is another key to the process through which transformational leadership affect job

satisfaction. Transformational leaders give individual consideration to their staff and treat them as unique individuals with different strengths, needs and aspirations.

Transformational leaders help employees to develop professionally and personally by providing support and guidance that is specific to each employee. This individualized focus on attention not only strengthens the relationship between the leader and the employee but also boosts the joint belief employees hold that they are valued and belong to the organization as a whole. Workers who are supported and valued by their bosses are also more likely to be satisfied in their job (Thomas, 2025).

Moreover, transformational leadership increases job satisfaction through the creation of a positive environment at work. Transformational leaders' behaviors demonstrate are transparency, ethics and empathy, which result in trust, collaboration and equity. These are leaders who foster open channels of communication, who acknowledge their employees, and create an environment where teamwork and common courtesy are important. With a supportive culture like this, it's easier for employees to feel attached to their organization, as well as the people they work alongside. A positive work environment that is created by transformational leadership may also reduce stress, conflict and feeling of isolation, all barriers to job satisfaction (Helalat et al., 2025).

**H2:** Transformational leadership has a positive impact on job satisfaction.

### Impact of Effective leadership on Employee Commitment

Employee commitment the emotional connection and heartfelt loyalty that employees have for the organization has major impact on organization performance, productivity, and retention. Good leadership is identified as a significant factor in determining employees' dedication, as leaders can and do affect how employees behave, feel and think. This literature review explores the effects of leadership on employee commitment by considering the qualities of leadership, the processes through which it affects commitment, and the consequences of high levels of employee commitment (Sayyed et al., 2025).

Good leadership is commonly associated with leadership styles that foster trust, respect and a common vision in the organization. Bosses who can motivate, instruct and empower their staffs are nurturing an atmosphere that breeds loyalty. Leadership styles, such as transformational and effective leadership have been found to have different effects on the commitment of their employees, and may affect the attitudes and behavior of employees differently (Jan & de Jager, 2025). Transformational leadership that is the leadership that motivates followers by some form of creative vision, a kind of intellectual stimulation, or thoughtful articulation, these tend to be positively associated with employees' commitment. Transformational leaders supply their followers with a purpose that binds and has them transcend their self-interest in pursuit of organizationally valued outcomes.

Transformational leaders connect on an emotional level to help employees develop higher levels of commitment to the mission and values of the organization. This leadership style makes individual closely commit to themselves feel personal responsible in workplace, own shared responsibility in work environment and also encourage the sense of belonging, which helps them be more identity and being satisfied with the organization they work for (Rusdi et al., 2025).

But the level commitment maybe is not as a depth or an emotional a depth if it is created by transformational leadership. Unlike transformational leaders, they are more concerned with efficiency and routine than with individual employees' development and empowerment, and this does not always encourage a strong sense of emotional attachment to the organization among the members of staff (Nwakoby, 2025).

Effective leadership which centers on the notion that the leader is to serve to employees. effective leaders get the best results because they genuinely care about their team's personal and career growth, show empathy and humility, and put their team's needs above their own. This type of leadership garners a lot of trust and loyalty as team members gain a sense that they are looked after and taken care of by their leaders. By addressing employee needs and helping them to be the best that they can be, effective leadership promotes employee loyalty. And servants are those that feel more deeply attached to their organization and thus, feel more committed (Sanusi & Yudhyani, 2025).

**H3:** Effective leadership positively influences Employee Commitment.

### Impact of Transformational Leadership on Employee Commitment

Transformational leaders develop employee's commitment, as they treat them as a unique individual. Some of these leaders make an effort to get to know their people as individual that have unique needs, strengths, and dreams, and they provide personalized help and advice. This level of personal attention leaves employees feeling acknowledged and understood, and they become more emotionally attached to their work and the company. If employees believe that their leaders truly care about their wellbeing and growth, they will be more loyal and committed to the company. Development of the individual-By involving its employees in the growth progress, the transformational leader makes them feel like they belong helping strengthen the commitment to the company (Alwali & Alwali, 2025).

Another way in which transformational leaders affect employee commitment is by providing intellectual stimulation. Such leaders tend to foster critical thinking, questioning, problem-solving and innovation amongst employees. This form of intellectual excitation feeds workers sense of being capable and valuable and deserving growth and challenge. When the intellectual challenge and stimulation preferences of employees are met, pride ensues, which elevates the level of their commitment to the leader and organization. The sense of challenging and contributing to organizational improvement and intellectual growth help promote employees' emotional commitment and strengthening their employee commitment (Khan et al., 2025).

In addition, inspirational motivation, a characteristic of transformational leadership, is essential in building employee commitment to the organization. Transformational leaders have the ability of motivate and stimulate employees, setting high levels of expectations and providing the enthusiasm necessary to meet those expectations. They make their vision inspiring and give their people a sense of purpose. When followers are inspired by their leaders, they are more inclined to exert extra effort in achieving their personal goals and meet the organization goals as a result of the shared vision and the newfound commitment to the workplace. Such surge of positive energy in the leadership activity can promote more interest in work, better spirit, and higher level of attendance (Rosari et al., 2025).

In addition, transformative leaders are role models for their followers. By exhibiting idealized influence, transformational leaders exhibit the kind of behavior employees respect and want to imitate. They serve as good role models demonstrating the ability to act with maturity, exhibit ethical conduct, and commitment to the values of the organization. When employees observe their leaders enacting these values, they are more likely to feel a strong attachment to the organization and take on the values, by doing so increasing their commitment to the organization. This association with both the leader and the organization makes employees feel more motivated to contribute to the organization's success because they will identify with the values of the organization's mission (Raziq et al., 2025).

Trust, communication, organizational culture, and empowerment mediate the relationship between transformational leadership and employee commitment. Trust is one of the basic factors in transformational leadership. Transformative leaders earn their subordinates' trust through showing integrity, openness and delivering

on their promises. Trust in leaders yields secure employees who feel emotionally attached to the company. Trust in leaders provides a motivational work setting, one in which employees can rely on and are encouraged to strive for the attainment of their organization's objectives, with increased commitment (Jan et al., 2025).

**H4:** Transformational Leadership positively influence Employee Commitment

### Job Satisfaction and Employee Commitment

Job satisfaction is commonly defined as a multi-faceted construct that includes several work-related facets such as the type of the work itself, the work environment, relations with colleagues and the supervisor, the salary, promotion prospects, independence, etc. When they are satisfied with those, they are more likely to have strong emotional attachment to the organization and feel more committed. Such commitment is likely to reflect the positive experience employees feel when they sense their work environment to be supportive, equitable, and satisfying. The fuller employees enjoy working in a role, the more they will be willing to relate and synchronize their individual aspirations with the organizational mission, ultimately creating a strong personal connection to the company (Siddique et al., 2025).

Emotional attachment is one of the main channels through which job satisfaction is related to employee commitment. Happy employees are more likely to feel connected and proud of what they do. They feel their work is important and consistent with their values, which creates greater emotional connection with the firm. This emotional connection contributes to a company loyalty, and the employees are more likely to continue to work in the company even when get difficult or better job offers elsewhere. Employees will have high levels of organizational commitment, if they perceive that their work is valued and appreciated and they are motivated to contribute to their organization's success (Gomes & Marques, 2025).

In addition, job-satisfaction increases employees' sense of wellbeing which also contributes significantly to the building of their organizational commitment. When employees are satisfied within their working environment, they have lower-levels of stress, burnout, and anxiety. A positive working atmosphere that is supportive and affirming creates this psychological safety which in turn drives employees to be more committed to the organization. The happier employees are; the less likely they are to be insecure about their job and value the company's goals and be more emotionally attached to the company (Ridhovan & Nugroho, 2025).

A further keyway that job satisfaction fosters employee commitment is by employees feeling a sense of justice and equitability within the organization. If you're winning, you feel like the organization is playing by the rules, that the organization is giving you shape and allowing you to do your best work. When employees perceive that they are treated fairly, their trust in the organization is enhanced, and their commitment is reinforced. One of the things that makes a successful organization a great place to work is fairness in pay, opportunities, and the treatment of employees. This feeling of fairness and acknowledgement deepens their emotional connection to the company and is more likely to make them committed to its long term health (Naseem et al., 2025).

Job satisfaction may affect employee commitment through increase in job involvement. When employees are happy and engaged, they're more likely to do great work. The degree of enthusiasm and satisfaction employees bring to their job and is related closely to both job commitment and job satisfaction. When one is fulfilled by his job, he is generally more inclined to be motivated to do well, shows more enthusiasm and participates in the organization's objectives. This increased involvement then leads to increased organizational commitment, because people who are highly involved invest and have emotional attachment to the organization (Setyawati et al., 2025).

Furthermore, job satisfaction positively influences the way that employees regard its leadership. Leaders who build an environment that makes employees feel supported, valued and acknowledged will more likely induce job satisfaction. Happy employees are more likely to see their leaders positively, a feeling that will lead to further loyalty

to the company. When employees trust and respect those in charge, they are more likely to remain loyal to and stay put in the company. The positive association between leadership, job satisfaction and employee commitment generates a kind of circle that rises when job satisfaction strengthens commitment and committed employees maintain satisfaction by being engaged and performing well (Mon & Sentoso, 2025).

**H5:** Higher Job Satisfaction leads to increased Employee Commitment

### Mediating Effect of Job Satisfaction between Effective Leadership and Employee Commitment

The connection between effective leadership and employee commitment has been well documented in the organizational literature. Employee commitment is the cornerstone of organizational success marked by the concern, integrity, and dedication that an employee feels for the organization. Leadership is an essential component to build commitment because leaders' ability to inspire, direct and motivate members of an organization leads to increased commitment and Job satisfaction. But evidence indicates that the job satisfaction is an important mediator in shaping the effective leadership and employees' commitment. The literature on job satisfaction as a mediator in the relationship between effective leadership and employee commitment: investigation of the influencing factors for job satisfaction and the consequences of a high level of employee commitment (Sulaeman et al., 2025).

Good leadership is generally characterized by a leader's ability to influence and direct its followers to reach organizational objectives. This is because leaders transference acts such as transformational, and effective leadership can significantly affect employee attitudes and behaviors. Leaders who transform, for example, motivate and arouse their subordinates by an appealing vision, individualized consideration, and intellectual stimulation. Transactional leaders are concerned with creating clear structures, objectives and reward systems. Servant leaders cater to the needs of their staff in creating a supportive and empowering atmosphere. No matter what managerial style used, the leader and the way they treat employees can largely influence employees' satisfaction and affect their commitment to their work place (Kusuma & Wanasida, 2025).

Job satisfaction, a collection of various ratings related to aspects of the job such as work, colleagues, supervisors, payment, personal growth and the job environment, constitutes the perceived achievement of discrepancy between, the wants and desires of the employees. If workers are content with this part of their job, they are more likely to feel an emotional attachment to the company and see themselves as committed to it. In essence, job satisfaction is a conduit through which leadership effectiveness is linked to employee commitment (Pathardikar et al., 2025).

A positive work environment one of the key factors through which effective leadership and job satisfaction each mediates the relationship with employee commitment is a positive work environment. Good leaders, especially those practicing transformational or effective leadership, create an environment in which employees feel valued, respected, and supported. Job satisfaction a fair, approachable, and supportive boss make employees feel happier about their job. Happy employees are also more likely to be emotionally attached to the organization, thus making them more loyal to the organization. Thus job satisfaction as an end result is based on the behavior of leadership as a driving variable as we can see in the theory above (Utomo et al., 2025).

Leaders who establish expectations, create professional development opportunities and acknowledge the work of employees can also boost job satisfaction. Additionally, through successful leadership a sense of purpose can be reinforced by ensuring that individual goals and the goals of the organization are in impeccably interlinked. Workers who perceive their fundamental beliefs are consistent with their company's mission are more likely to find purpose in their work, and this is associated with greater job satisfaction. This favorable work-related experience makes the employees feeling committed to the organization that they found the organization as a place which support employees' growth and welfare. Accordingly job satisfaction serves as a mediating variable in the relationship because

employees who are satisfied are more likely to demonstrate loyalty and commitment to the organization (Younis & Shabaan, 2025).

Furthermore, job satisfaction contributes to increasing engagement of employee that is a significant predicting factor of organizational commitment. Engaged employees are emotionally committed to their role, Are passionate about what they are tasked to do are willing to go above and beyond when it comes to achieving organizational success. Good leadership improves employee engagement by establishing a work environment that is inspiring and supportive. Workers are more satisfied with the job when they are led by someone who values and appreciates their contributions, offers independence discretion, as well as helps them to grow. With high levels of job satisfaction, employees feel loyalty towards their work. In this vein, job satisfaction is a crucial mediator in the relationship between leadership behavior and employee commitment, because it shapes to the engagement and loyalty employees show to their organization (Bennouna et al., 2025).

**H6: Job Satisfaction Acts as A Mediating Variable between Effective Leadership and Employee Commitment**

### **Mediating Effect of Job Satisfaction between Transformational Leadership and Employee Commitment**

The impact of transformational leadership on employee commitment has been widely acknowledged as an essential factor contributing to organizational outcomes. Transformational leadership, which is characterized by the ability to motivate and inspire the followers to strive for higher level needs and goals (beyond their own self-interests desire) for the greater good of the organization, creates an atmosphere in which the followers feel valued and empowered, and are emotionally attached to their work. Employee engagement, in its turn, includes psychological attachment of an employee to a company, influencing the motivation, performance, and loyalty.

Emerging evidence indicates job satisfaction has emerged as a critically important mediator in the association of TL with employees' commitment. The literature review examines the role of job satisfaction and uses it as a mediator in this relationship and also offers an insight on mediating processes that can explain the linkage between transformational leadership and job satisfaction that can elicit commitment (Imaniyati et al., 2025).

At the root of transformational leadership are certain behaviors, such as, individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Such leaders concentrate on connecting the personal values of their staffers to the mission of the institution, challenging them to grow and think outside the box. Transformational leaders develop a positive work environment through trust, respect, and open communication in which one feels satisfied. When employees perceive that their leaders have a true interest in their personal growth and development and a buy-in to the singular vision they are a part of, they are more likely to feel satisfied in their jobs. This satisfied voluntary work, and in turn higher degree of organizational commitment (Pramesti & Waskito, 2025).

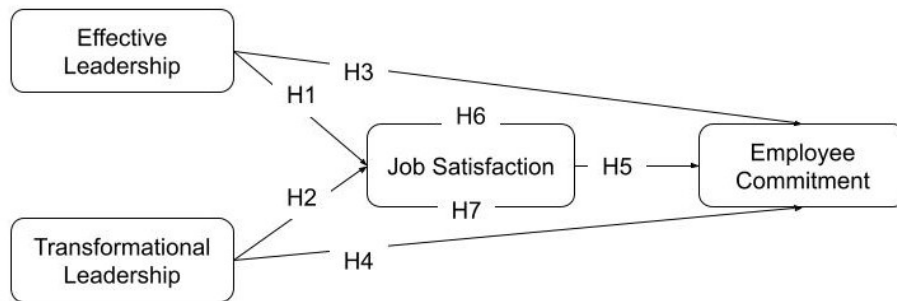
One pathway for the relationship between transformational leadership and employee commitment is job satisfaction that is developed because the positive work context is facilitated. Transformational leaders inspire their followers by presenting a clear and inspiring vision for the future and by making followers feel their work is important and meaningful. This purpose drives deep internal motivation from employees since they can see how what they do has a personal meaning. When the job is perceived as the fulfilment of an employee's personal goals and values, satisfaction is likely to follow. The inspiration that comes from this harmonious feeling makes them feel emotionally closer towards the organization, which leads to greater perceived commitment. Consequently, job satisfaction is an avenue for the effect of transformational leadership on employees' organizational loyalty and attachment (Manafe, 2025).

**H7: Job Satisfaction Acts as a Mediating Variable between Effective Leadership and Employee Commitment**

## Research Framework

Figure 1

Research Framework



## Research Methodology

In this research, unit of analysis was teaching faculty of universities listed below

- ▶ Emerson University
- ▶ University of Education
- ▶ National University of Modern Language
- ▶ The Women University of Multan
- ▶ Bahauddin Zakariya University

Non-Probability convenience sampling technique was opted for data collection from defined population due to time and financial constraints for the researcher (Campbell et al., 2020). A sample size of 300 is selected for this study. This sample size is based on considerations by (Chin & Newsted, 1999) that sample be taken ten times the number of scale items, to achieve adequate statistical power. The study is cross sectional and quantitative, we designed an online questionnaire in Google form and link was shared via E-mail. Respondent only need to click the shared link provided in email and answer the questions. Measurement was on five-point Likert scale.

Table 1

Sr. No.	Variables	Author	Items
1.	Effective leadership	Nilwala et al. (2017)	10
2.	Transformational Leadership	Harland, et al. (2005)	19
3.	Job satisfaction	Macdonald and MacIntyre (1997)	10
4.	Employee Commitment	Allen and Meyer (1990)	17

## Data Analysis

Our sample comprise of 300 individuals out of which 179 are male (60%) and 121 are female (40%). Educational qualification of our respondents is 84% represent M.Phil. And the remaining 16% are Ph.D. qualified while no participant has master degree, as given in Table 1. Respondent distribution on the basis of universities, largest group represent Education universities (48%) than Emerson University represent 32% followed by The Women University (9%), NUML (8%), and BZU (3%), 96% of participants were lecturers while only 4% hold assistant professor position. Summarizes demographic information.

**Table 2***Demographic Information*

<b>Institution</b>	<b>Frequency</b>	<b>Percent</b>
<b>University of Education</b>	145	48
Emerson University	96	32
NUML University	24	8
The Women University	27	9
BZU	8	3
<b>Total</b>	300	100
<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
M. Phil	251	84
Ph.D	49	16
<b>Total</b>	300	100
<b>Designation</b>	<b>Frequency</b>	<b>Percent</b>
Assistant Professor	11	4
Lecturer	289	96
<b>Total</b>	300	100

**Factor Loadings**

The Table shows that all factors are well-represented by their corresponding indicators. Almost all factor loadings significantly exceed the standard threshold of 0.6, suggesting that these variables constitute relatively good measures of construct validity.

**Table 2***Factor Loadings*

	<b>EC</b>	<b>EL</b>	<b>JS</b>	<b>TL</b>
EC1	0.711			
EC10	0.647			
EC11	0.628			
EC12	0.664			
EC13	0.652			
EC14	0.676			
EC15	0.725			
EC16	0.728			
EC17	0.674			
EC2	0.624			
EC3	0.639			
EC4	0.699			
EC5	0.625			
EC7	0.647			
EC8	0.632			
EC9	0.643			
EL10		0.653		

	EC	EL	JS	TL
EL3		0.649		
EL5		0.713		
EL7		0.767		
EL8		0.761		
EL9		0.754		
JS1			0.703	
JS10			0.727	
JS2			0.739	
JS3			0.703	
JS4			0.687	
JS5			0.722	
JS6			0.735	
JS7			0.706	
JS8			0.719	
JS9			0.715	
TL1				0.587
TL10				0.711
TL11				0.663
TL12				0.646
TL13				0.682
TL14				0.700
TL15				0.675
TL16				0.645
TL17				0.605
TL18				0.674
TL19				0.679
TL2				0.606
TL3				0.626
TL4				0.583
TL5				0.643
TL6				0.649
TL7				0.676
TL8				0.693
TL9				0.674

### Descriptive Statistics

The Table 3 presents the comparison of the original samples with the O-value for means (M) and STDEV of data across variables for leadership and subordinates. In the table, the variables include Effective Leadership (EL), Job Satisfaction (JS), Employee Commitment (EC), and Transformational Leadership (TL). We see that EL and EC are positively related, and that this relationship has little variability (STDEV = 0.053). The relationship between EL and JS shows a trend, but there is a low standard deviation of 0.050. JS in turn has a tighter association with EC (O = 0.372, M = 0.371, STDEV = 0.062) than with EL. TL and EC, however, it is quite a strong relationship (O = 0.662, M = 0.664, STDEV = 0.056), just as is the connection between TL and JS (O = 0.733, M = 0.730, STDEV = 0.050). When we look at one particular entropy value off the combined effect of TL, JS and EC (O = 0.272, M =

0.271, STDEV = 0.050), the correlation seems moderate. The relationship between EL, JS and EC is very weak indeed ( $O = 0.040$ ,  $M = 0.040$ ,  $STDEV = 0.019$ ), indicating that effective leadership neither has much impact on job satisfaction nor does it greatly affect employee commitment. On the whole of outcomes, transformational leadership shows a stronger correlation than does effective leadership. Small Standard deviations indicate little fluctuation between sample data and the mean value (Hair Jr et al., 2010).

**Table 3***Descriptive Statistics*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)
EL -> EC	0.166	0.164	0.053
EL -> JS	0.107	0.108	0.050
JS -> EC	0.372	0.371	0.062
TL -> EC	0.662	0.664	0.056
TL -> JS	0.733	0.730	0.050
TL -> JS -> EC	0.272	0.271	0.050
EL -> JS -> EC	0.040	0.040	0.019

**Reliability & Validity**

AVE represents the amount of variance in each construct that is captured by its indicators (Ahmad et al., 2016). The higher a value, the better fit there will be between observed data and one's underlying theory or construct. EC, EL, JS, and TL all have AVE values of around 0.5-well proportioned, addressing in the general sense satisfactory, as given in

Table 4. The rho\_c values for all four constructs are high, indicating strong reliability. EC has a composite reliability of 0.926, EL 0.864 (small but still within normal limits), JS 0.913 and TL 0.934. These results show that the measures for each of our symbols are relatively uniform in terms of there being good variance control. The rho\_a values of all four constructs are relatively high, which implies good reliability. ESL has a composite reliability of 0.91, followed by JS at 0.812 (both EC and TL also stand at or above 0.9, given in

Table 4. These figures suggest that although the four constructs all reach acceptable criterion of internal consistency, TL and EC are particularly reliable with a value above 0.7. In general, these high composite reliability values indicate that all constructs are measured consistently and accurately. Cronbach's alpha values for four variables tells us how well a set of items or indicators represents a single construct (Bujang et al., 2018). The values of all four constructs are high, indicating good internal reliability. Specifically, EC has a Cronbach's alpha of 0.915, EL 0.810, JS 0.894, and TL 0.926. These values suggest that the constructs are measured consistently, with a high level of reliability for both TL and EC. EL, with a value of 0.810, is also reliable within an acceptable range, although it is slightly lower than the other constructs, given in

Table 4. As a whole, the high Cronbach's alpha values imply that the indicators employed to measure each construct can be relied upon to bring us promising results over and over again (Hair et al., 2018). Factor loadings and path coefficients are displayed in structural model presented in figure 2.

**Table 4***Reliability & Validity*

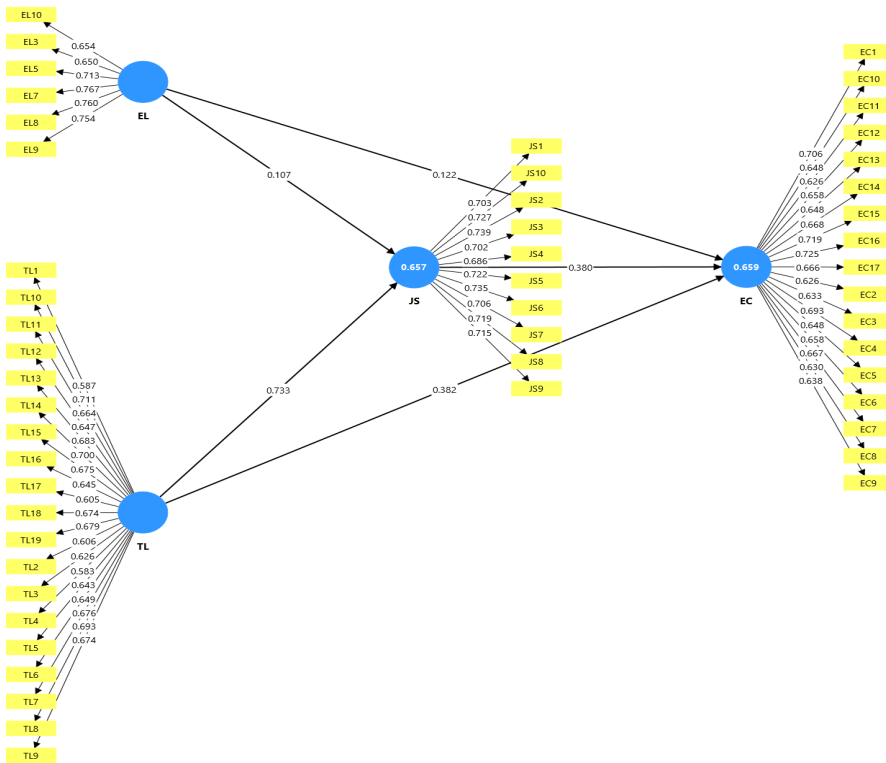
	Average variance extracted (AVE)	Composite reliability (rho_c)	Composite reliability (rho_a)	Cronbach's alpha
EC	0.520	0.926	0.917	0.915
EL	0.515	0.864	0.812	0.810
JS	0.512	0.913	0.895	0.894

TL	0.534	0.934	0.926	0.926
----	-------	-------	-------	-------

**Structural Model**

**Figure 2**

*Structural Model*



**Discriminant Validity**

**Heterotrait-monotrait Ratio (HTMT) – Matrix**

According to these results given in

Table 5, all HTMT values are less than the threshold 0.85. There should be good discriminant validity between all pairs of constructs. These results show that pairs of constructs all had HTMT values less than the threshold of 0.85, which means good discriminant validity for any combinations of distinctiveness between these two constructs (Dirgiamto, 2023). In summary, the table suggests that the measurement model has adequate discriminant validity and that there should be good distinction between constructs in any given study (Alarcón et al., 2015).

**Table 5**

*Heterotrait-monotrait Ratio*

	EC	EL	JS	TL
EC				
EL	0.723			
JS	0.838	0.721		
TL	0.838	0.799	0.883	

**Fornell-Larker Criterion**

The values of the Fornell-Larcker criterion evaluating whether a measurement model is capable of determining the discriminant validity. Comparing the AVE square root for each construct is the Fornell-Larcker criterion to its correlations with other constructs (Fornell & Larcker, 1981b). According to Fornell-Larcker, the square root of the

AVE for each construct should be greater than its correlations with other constructs. These results show that the constructs are different from one another. In

Table 6, the diagonal elements are the AVE square roots for each construct (EC, EL, JS, TL), while the off-diagonal elements are the correlations between these constructs. The diagonal entries are 0.664 (EC), 0.718 (EL), 0.716 (JS), and 0.655 (TL). Each is greater than the corresponding off-diagonal correlation value in this table. It follows that according to Fornell-Larcker's criterion of discriminant validity; these constructs meet the requirement. Specifically, although TL has a strong correlation with JS at 0.807 compared to 0.655, its square root of AVE is still greater than the correlation. Overall, the table suggests that constructs do meet Fornell-Larcker's criterion for discriminant validity (Fornell & Larcker, 1981).

**Table 6**

*Fornell-Larcker Criterion*

	EC	EL	JS	TL
EC	0.664			
EL	0.625	0.718		
JS	0.764	0.615	0.716	
TL	0.777	0.693	0.807	0.655

### Coefficient of Determination ( $R^2$ )

Table 7 presents the R squared values ( $R^2$ ) are and Adjusted R-square Value ( $R^2$  adjusted) for the following two constructs: Employee Commitment (EC) and Job Satisfaction (JS). R-squared ( $R^2$ ) detects what portion of a dependent variable (EC and JS) can be predicted by independent variables (predictors). For Employee Commitment (EC), the  $R^2$  value is 0.666. What this means is that approximately two-thirds of variance in employee commitment is accounted for by the predictors in the model. The  $R^2$  value indicates how much of the relationship between variables a particular model can account for (Hair Jr et al., 2017). To predict Job Satisfaction (JS) values by means of our regression model, the  $R^2$  was 0.657. Adjusted R-squared ( $R^2$  adjusted) modifies the  $R^2$  value on the basis of both number of predictors in the model as well as complexity of the model itself. Typically, it is used when making comparisons necessary between models having different numbers of predictors.

**Table 7**

*Coefficient of Determination ( $R^2$ )*

	R-square	R-square adjusted
EC	0.666	0.663
JS	0.657	0.655

### Hypotheses Testing

Table 8 presents the results of the path analysis, showing the original sample (O), sample mean (M), standard deviation (STDEV), T statistics ( $|O/STDEV|$ ), and P values for various relationships between the constructs. The T statistic indicates the strength of the relationships, where higher values represent more significant paths, and the P value assesses statistical significance, with values below 0.05 typically considered significant (Hair Jr et al., 2010). For Effective Leadership (EL) to Employee Commitment (EC), the original sample coefficient is 0.126 with a T statistic of 2.636, indicating a statistically significant but weak positive relationship ( $P = 0.011$ ). The relationship

between Effective Leadership (EL) and Job Satisfaction (JS) is similarly significant, with a coefficient of 0.107, T statistic of 2.157, and P value of 0.031, indicating a weak positive effect. The relationship between Job Satisfaction (JS) and Employee Commitment (EC) is stronger, with a coefficient of 0.372 and a very significant T statistic of 5.969 ( $P = 0.000$ ), suggesting a moderate positive impact. Transformational Leadership (TL) to Employee Commitment (EC) also shows a significant relationship with a coefficient of 0.390, a T statistic of 5.164, and a P value of 0.000, indicating a moderate to strong positive effect. The relationship between Transformational Leadership (TL) and Job Satisfaction (JS) has the highest coefficient of 0.733 and a very high T statistic of 14.598, indicating a strong and highly significant relationship ( $P = 0.000$ ). The indirect effect of TL  $\rightarrow$  JS  $\rightarrow$  EC is significant as well, with a coefficient of 0.272, a T statistic of 5.456, and a P value of 0.000, indicating a moderate indirect relationship. Finally, the indirect effect of EL  $\rightarrow$  JS  $\rightarrow$  EC is weak but still significant with a coefficient of 0.040, a T statistic of 2.066, and a P value of 0.039. In summary, the table indicates that Transformational Leadership has the most significant influence on both Job Satisfaction and Employee Commitment, with all relationships having significant P values, especially those involving Transformational Leadership. Effective Leadership, while still significant, has a weaker impact compared to Transformational Leadership.

**Table 8**

*Hypotheses Testing*

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Status
EL $\rightarrow$ EC	0.126	0.124	0.048	2.636	0.011	Accepted
EL $\rightarrow$ JS	0.107	0.108	0.050	2.157	0.031	Accepted
JS $\rightarrow$ EC	0.372	0.371	0.062	5.969	0.000	Accepted
TL $\rightarrow$ EC	0.390	0.393	0.076	5.164	0.000	Accepted
TL $\rightarrow$ JS	0.733	0.730	0.050	14.598	0.000	Accepted
TL $\rightarrow$ JS $\rightarrow$ EC	0.272	0.271	0.050	5.456	0.000	Accepted
EL $\rightarrow$ JS $\rightarrow$ EC	0.040	0.040	0.019	2.066	0.039	Accepted

## Discussion

From the analysis, it is observed that transformational leadership (TL) is the most dominant factor resulting in higher job satisfaction (JS) and employee commitment (EC) in higher academic institutions (Bibi et al., 2022). The high path coefficients among variables, as well as the T-statistics and P-values which were very significant regarding the relationships of TL with JS ( $\beta = 0.733$ ,  $p < 0.001$ ) and EC ( $\beta = 0.390$ ,  $p < 0.001$ ) indicate its crucial role to create a motivated and attached academic staff. In addition, job satisfaction has a moderate and a significant effect on employee commitment ( $\beta = 0.372$ ,  $p < 0.001$ ), meaning motivated employees is more committed and dedicated toward their institutions (Abbas et al., 2024). EL, still positively related to JS and EC, has smaller estimates ( $\beta = 0.107$  and  $0.126$ , respectively) and less statistical significance, which suggests that conventional leadership styles might be less important than transformational leadership styles in this context. These indirect effects also show TL's significant mediating role in EC via JS, emphasizing the significance of transformational leadership behaviors towards the improvement of the outcomes of faculty. In total, the model accounts for much of the variance in EC ( $R^2 = .666$ ) and JS ( $R^2 = .657$ ), which supports the robustness of these relationships.

## Conclusion

The results of this research provide explicit support on the importance of TL in fostering JS and EC in higher education institutions. The robust and significant associations between TL and JS, and EC indicate that academic

staff who perceive their leaders as transformational are likely to be more motivated, satisfied and committed to their institutions. Further, the weaker relationship between job satisfaction and commitment suggests the need to provide an environment in which employees are satisfied as a means to increase committed behavior. The findings of this study have supplemented the weak effect of EL on positive aspects of the organization, which have suggested that TL is more powerful in driving employee commitment in the academic context.

### **Theoretical Implications**

The findings highlight that academic leaders must use transformational leader behaviours in inspiring and mobilizing their academic staff. This is consistent with previous leadership theories which suggest that transformational leadership is a key predictor of favorable organizational results. Moreover, the results of this study also indicated that JS mediates the relationship between TL and EC. These findings enhance our understanding of how transformational leadership operates to affect employee outcomes in the higher education sector and provide theoretical value to the literatures on organizational behavior in academic settings.

### **Practical Implications**

Practically, the findings in this study have important implications for higher education managers and policy makers. The importance of transformational leadership for generating job satisfaction and employee commitment highlights the need for institutions to develop leadership programs which promote transformational leadership behaviors. Such equipping academic leaders to inspire and motivate and engage faculty, will lead to greater faculty satisfaction, committed faculty members, and better performance. In addition, the study suggests that the establishment of a conducive working environment towards increasing the level of job satisfaction, acts as an essential factor in enhancing employee commitment. It is reasonable that, with this delicate balance to hold, motivation for work under contaminated spirituality is a principal value for university professionals and a resource highly valued by the higher education institutions; hence, employment policies which aim at improving work conditions, valuing employees and building a healthy organizational culture are becoming part of the program when seeking commitment and productivity of the employees.

### **Limitations and Future Research Directions**

Nevertheless the useful findings of this study, there are some limitations that should be taken into account. The cross-sectional nature of the current research precludes causal attributions regarding transformational leadership, job satisfaction and employee commitment. Furthermore, future research using longitudinal research designs would allow us to gain a more thorough insight in how these relationships progress over time and whether transformational leadership fosters long-term job satisfaction and commitment.

Additionally, the focus on higher education institutions may restrict the generalizability of findings to other domains or industries. It is suggested that future investigators may wish to test whether these relationships are present in corporate, healthcare or non-profit organizations.

## References

- Abbas, S., Parveen, F., Sarwar, M., & Arif, M. (2024). The role of transformational leadership on employee's innovative performance in colleges in Punjab, Pakistan. *Journal of Management Practices, Humanities and Social Sciences*, 8(4). <https://doi.org/10.33152/jmphss-8.4.5>
- Adawiyah, R., Mof, Y., & Hermina, D. (2025). KEPEMIMPINAN INSTRUKSIONAL DALAM PENDIDIKAN ISLAM. *Islamic Education*, 4(1), 1-11. <https://maryamsejahtera.com/Education/article/view/1225>
- Alarcón, D., Sánchez, J. A., & De Olavide, U. (2015, October). Assessing convergent and discriminant validity in the ADHD-R IV rating scale: User-written commands for Average Variance Extracted (AVE), Composite Reliability (CR), and Heterotrait-Monotrait ratio of correlations (HTMT). In *Spanish STATA meeting* (Vol. 39, pp. 1-39).
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18. <https://psycnet.apa.org/doi/10.1111/j.2044-8325.1990.tb00506.x>
- Alwali, J., & Alwali, W. (2025). Transformational leadership and moral norms: green human resource management and behaviour. *Management Decision*, 63(5), 1417–1442. <https://doi.org/10.1108/md-09-2023-1682>
- Atta, B., Mughal, I. ul H., & Khan, A. A. (2025). An analytic investigation: Teacher professional commitment and job satisfaction in secondary education at Muzaffarabad. *Research Journal for Social Affairs*, 3(1), 37–46. <https://doi.org/10.71317/rjsa.003.01.0041>
- Bennouna, A., Boughaba, A., Djabou, S., & Mouda, M. (2025). Enhancing workplace well-being: Unveiling the dynamics of leader–member exchange and worker safety behavior through psychological safety and job satisfaction. *Safety and Health at Work*, 16(1), 36-45. <https://doi.org/10.1016/j.shaw.2024.11.003>
- Bibi, S., Kanwal, W., & Parveen, K. (2022). Effect of transformational leadership style on job satisfaction of University teachers. *Journal of Management Practices, Humanities and Social Sciences*, 6(1). <https://doi.org/10.33152/jmphss-6.1.7>
- Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). A review on sample size determination for Cronbach's alpha test: a simple guide for researchers. *The Malaysian Journal of Medical Sciences: MJMS*, 25(6), 85. <https://doi.org/10.21315/mjms2018.25.6.9>
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of Research in Nursing: JRN*, 25(8), 652–661. <https://doi.org/10.1177/1744987120927206>
- Chin, W. W., & Newsted, P. R. (1999). Structural equation modeling analysis with small samples using partial least squares. *Statistical Strategies for Small Sample Research*, 1(1), 307–341.
- Dirgiatmo, Y. (2023). Testing the discriminant validity and heterotrait–monotrait ratio of correlation (HTMT): A case in Indonesian SMEs. *Macroeconomic Risk and Growth in the Southeast Asian Countries: Insight from Indonesia*, 157-170. <https://doi.org/10.1108/s1571-03862023000033a011>
- Dubey, P., & Pattanayak, S. K. Leadership in Teams: An Approach to Understand Leadership Structures and Processes. In *Digital Leadership* (pp. 273-287). Productivity Press.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Gavya, V., & Subashini, R. (2024). The role of leadership styles in fostering organizational commitment among nurses. *Sage Open*, 14(2), 21582440241242531. <https://doi.org/10.1177/21582440241242531>

- Gomes, J. F., & Marques, T. M. (2022). The influence of organisational justice on work engagement, organisational commitment, and job satisfaction: A comprehensive study. *Journal of General Management*, 50(2), 138-149. <https://doi.org/10.1177/03063070221140726>
- Hair Jr, J. F., Babin, B. J., & Anderson, R. E. (2010). A global perspective. *Kennesaw: Kennesaw State University*, 2186-2212.
- Hair, J. F., Jr, Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Hair, J. F., Ringle, C. M., Gudergan, S. P., Fischer, A., Nitzl, C., & Menictas, C. (2018). Partial least squares structural equation modeling-based discrete choice modeling: An illustration in modeling retailer choice. *Business Research*, 12(1), 115-142. <https://doi.org/10.1007/s40685-018-0072-4>
- Hariyasasti, Y. (2025). The Role of Transformational Leadership and Principal's Work Motivation on the Performance of Elementary School Teachers in Gunungwungkal District. *Journal of Industrial Engineering & Management Research*, 6(1), 68-72. <https://doi.org/10.7777/jiemr.v6i1.569>
- Harland, L., Harrison, W., Jones, J. R., & Reiter-Palmon, R. (2005). Leadership behaviors and subordinate resilience. *Journal of Leadership & Organizational Studies*, 11(2), 2-14. <https://doi.org/10.1177/107179190501100202>
- Helalat, A., Sharari, H., Alhelalat, J., & Al-Aqrabawi, R. (2024). Transformational leadership and employee performance: A further insight using work engagement. *ECONOMICS*, 13(1), 333-352. <https://doi.org/10.2478/eoik-2025-0015>
- Imaniyati, N., Ramdhany, M. A., Siti Hadijah, H., & Nurjanah, S. (2024). Role of information and communication technology in increasing work creativity through transformational leadership between Generation X and Y employees: A bibliometric analysis using publish or perish. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 35-56. <https://doi.org/10.37934/araset.52.2.3556>
- Jan, M. T., & de Jager, J. (2025). Job Satisfaction Influenced by Training Satisfaction: An Empirical Study of University Employees. *Review of Integrative Business and Economics Research*, 14(2), 15-30.
- Jan, N. A., Subramani, A., Ramkumar, C., & Chandrasekaran, S. (2025). Transformational leadership's impact on organisational citizenship: Mediating roles of organisational learning and affective commitment. *International Journal of Management and Enterprise Development*, 24(1), 23-41. <https://doi.org/10.1504/ijmed.2025.143787>
- Khan, A. M., Jabbar, M. N., & Nazli, M. (2025). Effect of Transformational Leadership and Employees' engagement on Teachers' performance. *Journal of Applied Linguistics and TESOL (JALT)*, 8(1), 521-530. <https://jalt.com.pk/index.php/jalt/article/view/346>
- Khan, F. (2025). Transformational leadership and teacher work performance: Mediating effect of job autonomy and trust in school principal—insights from senior secondary school data in India. *Educational Management Administration & Leadership*, 53(2), 318-338. <https://doi.org/10.1177/17411432231172359>
- Kim, Y., & Meganck, S. (2024). Fostering employee support for corporate social advocacy (CSA) through dialogic internal communication and transformational leadership. *Journal of Public Relations Research*, 1-20. <https://doi.org/10.1080/1062726x.2024.2373250>
- Kusuma, A. P., & Wanasida, A. S. (2025). The influence of authentic leadership and work environment with job satisfaction as a mediating variable on employee performance in construction company PT. XYZ. *TRANSEKONOMIKA: AKUNTANSI, BISNIS DAN KEUANGAN*, 5(1), 288-306. <https://doi.org/10.55047/transekonomika.v5i1.854>

- Lusiana, W., Riyadi, S., & Sumiati, S. (2025). The influence of transformational leadership, workload, and work engagement on emotional exhaustion and organizational citizenship behavior at PT. Wangta Agung Surabaya. *Journal of Social Research*, 4(2), 253–265. <https://doi.org/10.55324/josr.v4i2.2430>
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16. [https://doi.org/10.1300/J022v13n02\\_01](https://doi.org/10.1300/J022v13n02_01)
- Manafe, D. (2025). Workload and organizational culture as predictors of job satisfaction and organizational citizenship behavior: Work engagement as a mediating role. *Jurnal Fokus Manajemen Bisnis*, 15(1), 102–125. <https://doi.org/10.12928/fokus.v15i1.12721>
- Melani, D., Girsang, E., & Suyono, T. (2025). Analysis of the suitability of the head nurse's leadership style mediated by job satisfaction and organizational commitment to nurse performance at Pidie Jaya Regional General Hospital. *Proceeding of The International Conference of Innovation, Science, Technology, Education, Children, and Health*, 5(1), 34–44. <https://doi.org/10.62951/icistech.v5i1.161>
- Mon, M. D., Wan, T., & Sentoso, A. (2025). Role of polychronicity in job performance and turnover intention mediated by job satisfaction and work engagement. *Binus Business Review*, 16(1), 57–69. <https://doi.org/10.21512/bbr.v16i1.11974>
- Naseem, S., Mohsin, M., & Jamil, K. (2025). Driving job satisfaction through inclusive knowledge management: a focus on learning and communication in diverse workplaces. *BMC psychology*, 13(1), 71. <https://doi.org/10.1186/s40359-025-02404-w>
- Nilwala, N., Gunawardana, K., & Fernando, R. L. S. (2017). Scale for measuring transformational leadership in public sector organizations in Sri Lanka: with special reference to ministries of western provincial council. *International Journal of Management and Sustainability*, 6(4), 63-74. <https://doi.org/10.18488/journal.11/2017.64.63.74>
- Nwakoby, C. S. (2025). Leadership In Educational Management. *UNIZIK Journal of Educational Research and Policy Studies*, 19(1). <https://unijerps.org/index.php/unijerps/article/view/872>
- Oktaysoy, O., Topcuoglu, E., Ozgen-Cigdemli, A. O., Kaygin, E., Kosa, G., Turan-Torun, B., Kobanoglu, M. S., & Uygungil-Erdogan, S. (2025). The mediating role of job satisfaction in the effect of green transformational leadership on intention to leave the job. *Frontiers in Psychology*, 16, 1490203. <https://doi.org/10.3389/fpsyg.2025.1490203>
- Pathardikar, A. D., Mishra, P. K., Sahu, S., & Srivastava, A. (2025). Superior-subordinate trust affecting quit intentions: Mediation of job satisfaction and affective commitment. *South Asian Journal of Human Resources Management*, 12(1), 129–152. <https://doi.org/10.1177/23220937231190229>
- Perdana, M. S. (2025). The Effect of Transformational Leadership Values on Worker Performance. *Research Horizon*, 5(1), 125–132. <https://doi.org/10.54518/rh.5.1.2025.471>
- Pramesti, A., & Waskito, J. (2025). The Impact of Green Human Resource Management Practices on Employee Performance: The Mediating Role of Job Satisfaction Among Employees at PT POS Indonesia Surakarta Branch. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(1), 2542–2564. <https://doi.org/10.31538/ijjse.v8i1.6330>
- Raziq, M. M., Wazir, R., Memon, M. A., Rice, J. L., & Moazzam, M. (2025). Empowering leadership, employee organizational commitment and organizational citizenship behavior: the roles of leader authenticity and trust. *International Journal of Productivity and Performance Management*, 74(1), 81–106. <https://doi.org/10.1108/ijppm-09-2023-0489>

- Ridhovan, A., & Hadi Nugroho, S. (2025). Influence of Person-Organization Fit, compensation, and work-Life Balance on Employee Performance. *Research Horizon*, 5(2), 225–236. <https://doi.org/10.54518/rh.5.2.2025.534>
- Rosari, R. R., Vania Olivine Danarilia, V. O. D., Heni Ardianto, H. A., Ragil Satria Wicaksana, R. S. W., & Rusny Istiqomah Sujono, R. I. S. (2025). Shaping the shift: Unpacking uncertainties in transformational leadership for organizational change. *GLOBAL BUSINESS FINANCE REVIEW*, 30(1), 70–82. <https://doi.org/10.17549/gbfr.2025.30.1.70>
- Rusdi, J. F., Heryanto, I., Helmi, M., Salam, S., Utari, D., Porwani, S., & Danasasmita, W. M. (2025). *Investigating transformational leadership and teacher performance: A sequential explanatory mixed methods design*. <https://doi.org/10.2139/ssrn.5128072>
- Sam, T. H., Isa, K., Siqui, P., Palpanadan, S. T., Hong, H. C., & Luan, N. M. (2025). Leadership styles and their effects on employee satisfaction in empowering happiness at workplace. *Journal of Ecohumanism*, 4(1). <https://doi.org/10.62754/joe.v4i1.5091>
- Sanusi, O., & Yudhyani, E. (2025). The Effect of Motivation and Compensation as Well as Leadership Style on the Performance of Employees of the Population and Civil Registration Office of Samarinda City with Job Satisfaction as an Intervening Variable. *IJEED (International Journal of Entrepreneurship and Business Development)*, 8(1), 40–51. <https://doi.org/10.29138/ijebd.v8i1.3063>
- Sayed, A., Sahu, S., Kanyal, D., & Sable, S. (2025). Effective leadership strategies in healthcare: A narrative review. *Multidisciplinary Reviews*, 8(3), 2025090–2025090. <https://doi.org/10.31893/multirev.2025090>
- Setyawati, B. O., Seruni, E. N. H. P., Damayanti, N. A., Suminar, D. R., & Rochmah, T. N. (2025). The Influence of Employee Empowerment, Psychological Capital, and Work-Family Conflict on Employees Commitment at the A. Yani Islamic Hospital Surabaya. *Window of Health: Jurnal Kesehatan*, 31–39. <https://doi.org/10.33096/woh.vi.1381>
- Sidauruk, R. A., Ritonga, I. P. F., Ritonga, Z. A., Fahmi, A., & Nasti, N. (2025). The Impact of Job Satisfaction, Welfare, and Visionary Leadership on Employee Organizational Commitment at Teuku Umar Aceh Jaya Regional General Hospital. *Jurnal EMT KITA*, 9(1), 87–95. <https://doi.org/10.35870/emt.v9i1.3415>
- Siddique, A., Younas, S., & Akbar, G. (2025). Organizational Culture Dimensions and Employee Commitment: A Correlational Study of Educational Institutions in Pakistan. *Journal for Social Science Archives*, 3(1), 488–496. <https://doi.org/10.59075/jssa.v3i1.134>
- Sulaeman, M. M., Haryono, T., Sunaryo, S., & Hendarsjah, H. (2025). Knowledge Oriented Leadership and Knowledge Worker-Performance: The Mediating Role of Knowledge Management Practices, Organizational Commitment and Job Satisfaction. *Journal of Ecohumanism*, 4(2), 348–367–348–367.
- Thomas, C., Ranjith, G. G., & Kalpana, V. (2025). Job Stress and Job Satisfaction Among Construction Workers in Ernakulam, Kerala. *International Journal of Indian Psychology*, 13(2). <https://doi.org/10.25215/1302.363>
- Utomo, H. J. N., Pujiastuti, E. E., Sugiarto, M., & Ramadani, N. (2025). The Effect of Job Mutation and Job Promotion on Job Satisfaction and Self-Efficacy, and its Implication on Job performance. *International Journal of Applied Business Research*, 7(01), 77–102. <https://doi.org/10.35313/ijabr.v7i01.463>
- Virgana, V., & Fitriani, A. (2025). Transformative leadership: Cultivating teacher excellence through satisfaction, environment, and self-efficacy. *Journal of Education and Learning (EduLearn)*, 19(2), 1065–1073. <https://doi.org/10.11591/edulearn.v19i2.21837>
- Younis, Z. S., & Shabaan, S. (2025). Investigating Job Satisfaction as a Mediator in the Relationship Between Digital Transformational Leadership and Employee Retention in Public Sector Organizations. *MSA-Management Sciences Journal*, 4(1), 114–146. <https://doi.org/10.21608/msamsj.2025.404937>