

The Decline of Public Sector Organizations and Improvement Through Leadership Style

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Abstract: Pakistan has never seen a political and economic crisis before of current magnitude. The public sector needs devoted and successful public managers to improve its performance and to mitigate the effects of the current economic downturn. For this reason, there have also been little efforts carried out by Pakistan's government officials to boost the value of "leadership" in building the "organizational commitment" of Pakistanis. The primary goal of this study is to assess the impact of leadership styles and employee's motivation on the effectiveness of public sector firms. Online surveys were administered to a representative sample of middle managers from six Pakistani public institutions, including "Capital Development Authority (CDA), Islamabad Electric Supply Company Limited (IESCO), Sui Northern Gas Pipelines Limited (SNGPL), National Database and Registration Authority (NADRA), Pakistan International Airlines (PIA) and Capital Hospital". A quantitative research approach was used in this study, which resulted in the collection of 279 valid structured questionnaire's responses following a purposive sampling method. Data were analyzed using descriptive and inferential statistics. According to the assumptions of the study, inferential statistics based on Pearson's correlation and regression analysis were employed to show the data's relationship and effect. The study's conclusions showed that improving employee's performance is significantly impacted by both transformational and transactional leadership philosophies. However, it should be highlighted that staff motivation and training moderate this link and increase the impact of leadership on favorable results. It was discovered that while organizational citizenship behavior (OCB) was shown to impact the motivation-performance relationship, it was not found to modify the training-performance link. This suggests that the organization must strongly promote OCB among its staff. These revelations support earlier research and attest to the complexity, adaptability, and influence of leadership on organizational outcomes

Keywords: Transformational Leadership; Transactional Leadership; Employee Performance; Employee Training; Employee Motivation; Organizational Citizenship behavior; Pakistan's Public Sector

Introduction

The present study investigates the key causes of failure in government sector organizations (Mekpor & Dartey-Baah, 2017). Different aspects of management styles, employee conduct and the need for employee training are necessary to achieve the ultimate performance of government sector organizations (Bellé & Cantarelli, 2018). When it comes to today's competitive business climate, leadership is the most talked-about issue which is due to the increasing number of new competitors entering the market (Mansoor, 2015). In order to improve efficiency in the workplace, firms have adopted the leadership styles that their employees follow so the leaders can accomplish the organization's objective (Bellé & Cantarelli, 2018).

According to Mansoor (2015), who conducted research on the relationship between leadership styles and employee performance in Pakistan's healthcare industry, "transformational and transactional leadership styles" each have an effect on employee performance; however, the effects of transformational leadership are significantly greater than those of transactional leadership. According to studies conducted in India and the United States, there is a noteworthy positive link between "transformational and transactional" leadership styles. Moreover, African studies which focus, respectively, on the local government authorities of Uganda and the banking firms of Ethiopia suggest that there is a significant relationship between "democratic, autocratic, and laissez-faire leadership styles" and the performance of an organization's employees (Al-Jedaia & Mehrez, 2020). However, it has been discovered that "transformational leadership styles" are a more accurate way to describe the performance of an organization's employees than "transactional styles" (Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022).

Several recent studies have focused primarily on the leader-follower perspective, as well as on the importance of transformational and transactional leadership styles. As a result, a leader is seen as transformational because he or she

encourages subordinates to adopt the organization's beliefs as their own while attempting to raise their values, developmental needs, and concerns (Ouakouak, et al., 2020). Disagreement persists, however, about the relative effects of transactional and transformational leadership styles on overall performance among employees (Sokolic, et al., 2022).

The independent variable in this study is the “transactional and transformational leadership styles”, while the dependent variable was employees’ overall performance (Mwesigwa, Tusiime, & Ssekiziyivu, 2020). In this way, the quality and productivity of work performed by workers are seen as intertwined, to increase overall efficiency, job satisfaction, and productivity for the company as a whole. In addition to that, this research investigates the connection between two distinct leadership styles and the level of performance exhibited by employees (Kalogiannidis, 2021). Besides, it highlights the significance of paying close attention to the members of the staff by discussing the influence that the type of leadership has on the overall performance of the staff members (Virgiawan, Riyanto, & Endri, 2021).

It is difficult for any nation to make any kind of human progress without the assistance of institutions that are run by the public sector. A significant amount of reliance is placed on institutions that are part of the public sector to provide services such as water, energy, health, law and order, transportation, and public education. According to Al-Jedaia & Mehrez (2020), protecting the safety of citizens and their economic security is dependent on the organizational efficacy of public sector organizations. However, the performance of organizations operating in Pakistan's public sector is dismal, and this fact cannot be denied. This lack of efficiency and ineffectiveness in organizations in the public sector has been a distressing aspect for both scholars and planners. The role of leadership cannot be ignored in this whole situation, as leaders influence organizational performance to an extent (Jamali, Bhutto, Khaskhely, & Sethar, 2022; Mukaram, Rathore, Khan, Danish, & Zubair, 2021). Therefore, this study explores the effect of types of transformational and transactional leadership styles on Pakistan's public sector organizations to identify the most suitable leadership styles for increasing leadership performance in Pakistan's public sector organizations (Jameel, Asif, & Hussain, 2019).

Leadership is one of an organization's central components because it directly determines its outcomes. According to Bilal, et al. (2019), Transformational leadership seeks to bring about a change in the organization's subordinates by galvanizing them into making the vision a reality. The change process may be discerned through several sources of transformational leadership motives, including charisma by acknowledgement, idealized influence, inspiring communication, stimulation of intelligence, and exhibiting personal concern (Jameel, et al., 2019). It is a subtype of the exchange leadership style, in which a leader focuses on exchanging transactions with their subordinates. Kalogiannidis (2021) suggested categorizing the attributes of transactional leadership into two components: contingent reward and exception management. Essentially, leaders use contingent rewards to provide incentives to their subordinates for specific tasks or goals they need to accomplish. Exception management is defined as the process of overseeing any deviations from certain standards implemented by leaders while offering remedies (Lau Sze Chek, 2020). Effective transformational leadership ensures worker motivation, emphasizing social morale to improve performance (Al-Jedaia & Mehrez, 2020).

Bellé & Cantarelli (2018) found that leaders actively involve workers in the decision-making process, treat them as partners, and cultivate an environment that promotes a positive attitude. Establishing a transformational leadership style may improve performance by creating workers' knowledge and potential. When a leader employs transformational leadership, they engage and motivate their subordinates to fulfill their responsibilities in line with their expectations, thereby achieving the organization's objectives (Hajiali, et al., 2022). Transactional leadership is a style of leadership that entails the exchange of products and/or services between leaders and followers, or subordinates. Transactional leadership is one of the leadership styles that involve basing the interaction between the leader and the subordinates on the promise of certain rewards in exchange for specific performance. Jameel, et al. (2019) theorizes the impact of transformational leadership on performance. A transformational leader communicates a vision, mission, and organizational goals, as well as encourages and motivates employees to work towards their full capacity; a transformational leader challenges subordinates to think creatively and come up with solutions to existing issues (Mansoor, 2015; Mekpor & Dartey-Baah, 2017; Mwesigwa, et al., 2020); and lastly, they respect employees as unique individuals. Therefore, when confronted with such tactics, subordinates strive to perform at their highest potential and demonstrate increased dedication (Ouakouak, et al., 2020).

Sokolic, et al. (2022) found a strong positive relationship between using transformative leadership and employee performance. The research findings indicate that supervisors are more inclined to adopt the transformational leadership style due to its ability to provide appropriate motivation and serve as a model. (Ouakouak, et al., 2020) predicted that increasing the rates of transformational leadership behaviors would significantly contribute to maintaining and enhancing subordinates' psychological empowerment. This is a type of leader who looks at each individual's wants and desires while possessing the capability to direct an organization's overall worth. They offer encouragement and build strategies for increasing efficiency.

Baig et al. (2021) briefly defined transformational leadership as the combination of transformational and transactional leadership, charisma, idealistic influence, inspiring motivation, and inherent motivation. Similarly, Bilal, et al. (2019) observed a moderate to high correlation between transformational and transactional leadership and performance. The activity's output demonstrates the effectiveness of transactional leadership which is evident in the output of the activity. The impact of transactional leadership on staff performance is significant. Therefore, it aligns with the concepts discussed by Sokolic, et al. (2022) regarding exchange relations in transactional leadership. As a result, the employer provides both psychological rewards, such as trust, commitment, and respect, as well as physical rewards. One may perceive it as a form of payment, compensation, or a form of punishment for making an incorrect choice. Leaders and subordinates engage in transactional leadership processes with the intention of achieving optimal performance by the latter. Virgiawan, et al. (2021) found that transactional leadership positively influences employee performance. A positive reaction to transactional leadership performance can also be a positive or negative result. The outcome is dependent on the employee's appraisal. When workers have a positive attitude towards the

use of transactional leadership, we can expect optimistic results. However, if higher-ranking employees suspect dishonesty, insincerity, or failure to fulfill promises, we may witness pessimistic results.

Last but not least, a number of Pakistan's public sector organizational failures continue to pose a significant obstacle to the country's overall advancement and the welfare of its citizens. This aspect has been pushed most by leadership, specifically the prominent transactional leadership style (Javed et al., 2024). Thus, using the developed and tested model to address this issue, we can propose the following strategies: enhancing employee motivation, providing adequate funding for training and development initiatives, and promoting organizational citizenship behavior. By applying such strategies, the organizations and institutions of the public sector of Pakistan can establish better performance and advance the nation's progress by enhancing the quality of its services (Hakro & Solangi, 2023). There is need to conduct further research and implement these results to enhance the performance of public sector organizations in the long run.

Hypothesis Development and Theoretical Framework

The aim of this research is to establish a relationship between transformational and transactional leadership and employee performance in Pakistani public sector organizations. The study also examines the moderating roles of employee training, employee motivation, and organizational citizenship behavior (OCB) (Hakro & Solangi, 2023; Jameel, et al., 2019; Jameel & Ahmad, 2020). This framework describes these ideas, elucidates the rationale behind theoretical constructs or concepts, and explains the reasons for proposing these connections. Transformational leadership is defined as a leadership style that makes followers aspire to levels of behavior they do not even expect or think about. We understand transformational leadership as the leader's ability to inspire followers with a fresh perspective and renewed motivation for their work. Ilyas, et al. (2021) said that the behaviors of transformative leaders include ascribed charisma, idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration. Based on these behaviors, it is theorized that an organization is in a position to experience improved employee training and motivation, which in turn leads to improved overall employee performance. Studies support this view, proving that the prescriptions of transformational leadership have a drastic effect on changing people's basic motivation and satisfaction at the workplace, leading to enhanced performance outcomes (Inayat & Jahanzeb Khan, 2021).

Transactional leadership is defined as one of the traditional leadership styles in which leaders and followers exchange formal, unofficial, and expected behaviors for organizational objectives. Transactional leadership focuses more on relationships between leaders and followers, providing rewards based on conditions, and managing deviations (Holbert, et al., 2021). In this leadership system, the leaders convey unambiguous directives and anticipate their adherence, establish incentives to adhere to the established norms, and penalize those who deviate from these norms. This leadership style not only effectively maintains regularity and achieves stated goals, but it also enhances staff training and motivation. Javed, et al. (2024) have integrated the findings of transactional leadership, which boosts performance through goal-setting and performance feedback.

Training is one of the critical aspects of improving work performance because it entails the development of employees' skills, knowledge, and competencies to enable them to execute their tasks effectively (Hashmi, et al., 2021). Training specifically aims to bridge the gap between current employees' abilities and the potential skills required to enhance the performance of both workers and companies. Previous literature indicates that undertaking intensive training procedures leads to higher employee performance and organizational success (Ilyas, et al., 2021). It is evident that motivation is a key driver of both performance and productivity among the workers. Interest in activity, effort, and commitments to the organization's objectives are some of the aspects that are noticeable among employees when they are motivated (Jameel, et al., 2019). As defined by the concept, the style of transformational and transactional leadership will impact the motivation of the employees and, through such impact, have a corresponding impact on their performance (Javed, et al., 2024). Kalogiannidis (2021) postulated that the presence of motivation will lead to outstanding performance and organizational commitment from the worker.

Employees can describe OCB as actions in the workplace that go beyond official expectations but positively impact the organization. For instance, some components of OCB include helping co-workers, going above and beyond, and demonstrating flexibility in meeting job demands (Khosro, et al., 2021). In relation to increased general organizational performance and the development of a positive mood within a workplace, OCB is highly relevant. The motivational training theory of OCB, as postulated in the framework, means that motivation and training may both influence OCB, which in turn has a positive effect on the employees' performance (Latif, et al., 2021). The studies (Ouakouak, et al., 2020; Qalati, et al., 2022; Saira, et al., 2021; H. Sarwar, et al., 2020) reveal that organizational citizenship behavior relates to a higher degree of individual and organizational performance.

According to this paradigm, the employee's performance is the variable that depends on the other independent variables. The standardized level of output, which encompasses the quality of individual work, serves as an indication of the performance of an organization. The hypothesized links indicate that leadership styles impact training, motivation, and OCB, all of which in turn impact employee performance (Virgiawan, et al., 2021). Wuryani, et al. (2021) confirmed that high-performing personnel significantly contribute to organizational outcomes and maintain an organization's competitive advantage. According to Yasir, et al. (2022), several antecedents affect the employee's performance, namely transformational leadership, transactional leadership, training, motivation, and organizational citizenship behavior.

In today's highly competitive global business marketplaces, businesses of all kinds depend on effective leadership to remain competitive. Regardless of the size of the company, leadership styles have a substantial impact on both small and big enterprises. In the private sector, firms that lack good leadership risk stagnating, losing their reputation, and going out of business (Al-Jedaia & Mehrez, 2020). Even if it differs substantially from that of the private sector, leadership in public sectors across the globe is subject to the same demands and threats. In terms of employee motivation and participation in decision-making, the private and public sectors may differ most significantly in their leadership styles (Amanat & Sultana, 2020). Leadership style can have a substantial effect on employees irrespective of the business's sector or its ultimate goal. Working

together as a team and producing high- quality results may be either easier or more difficult depending on the kind of leadership being used (Ugheoke, 2019).

An employee's dependence on operational leadership has a defined status to improve his/her performance. In the same way, the most powerful position of leadership is the one that has the greatest credibility (Amoah-Mensah & Darkwa, 2020). He or she must be an expert in psychoanalysis since he or she has to study the brains of his or her followers to get to a conclusion that will aid the workers perform at their highest level possible. These leaders are also inclusive, and they operate on the premise that each issue that arises inside the firm should be resolved by the wishes of the employees. Diagnostic talents, innate or learned, may be useful in resolving both individual and organizational challenges (Azeemi, et al., 2023; Bellé & Cantarelli, 2018). The efficacy of the leadership is closely linked to the performance of the personnel. Transformational leaders raise employee production by analyzing, planning, and motivating their workforce. Therefore, the theoretical framework for the present study is shown in the figure below:

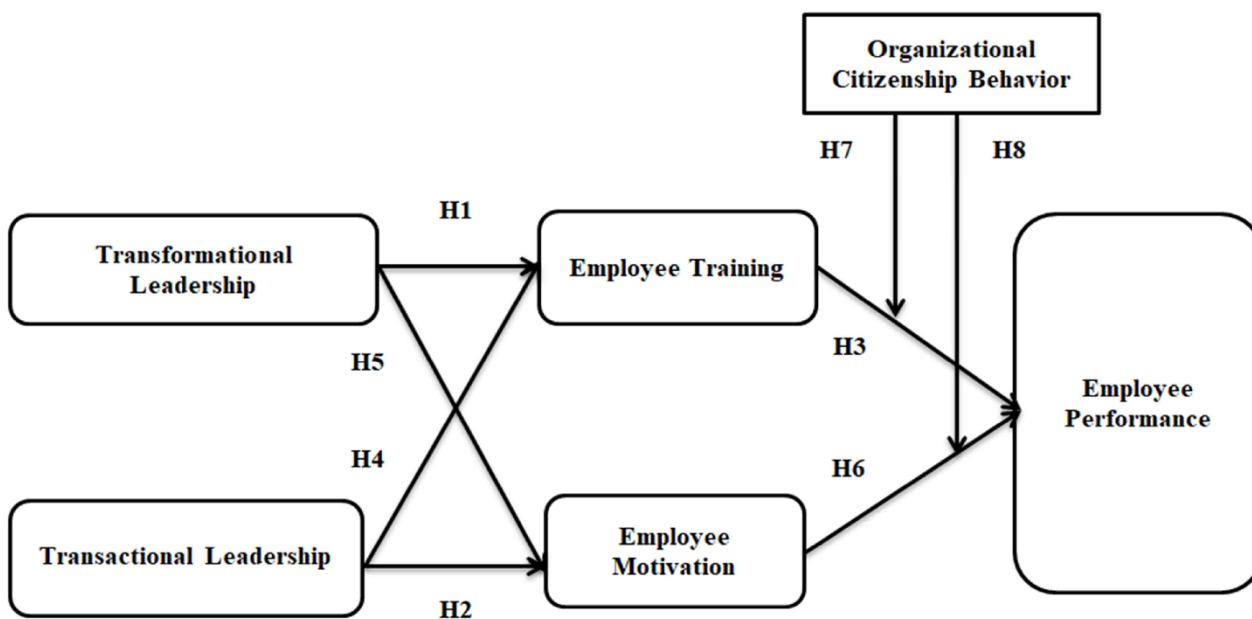


Figure 1.2: Theoretical Framework of Study

Based on the above theoretical framework, following hypotheses are proposed.

H1: Transformational Leadership style has a significant impact on employee performance.

H2: Transactional Leadership style has a significant impact on employee performance.

H3: Employee Training mediates the relationship between transformational leadership and employee performance.

H4: Employee Training mediates the relationship between transactional leadership and employee performance.

H5: Employee Motivation mediates the relationship between transformational leadership and employee performance.

H6: Employee Motivation mediates the relationship between transactional leadership and employee performance.

H7: Organizational Citizenship Behavior moderates the relationship between employee training and employee performance.

H8: Organizational Citizenship Behavior moderates the relationship between employee motivation and employee performance.

The proposed theoretical framework incorporates these conceptual frameworks and posits the following hypotheses about their interconnections: The paper anticipates that the implementation of transformational leadership will enhance employee training (H1) and staff motivation (H5), leading to an enhancement in employee performance through these mediators (Al-Jedaia & Mehrez, 2020; Ambad, et al., 2021; Asghar, et al., 2022; Baig, et al., 2021; Jamali, et al., 2022). Firstly, we postulate that transactional leadership will positively impact staff training (H2) and motivation (H4), thereby enhancing organizational performance. H3 suggests that staff training directly enhances performance, and behaviors that encourage OCB will lead to the performance increase stated in H7. H6 stated that employee motivation influences the level of employee performance, while H7 posited that motivation assists in the development of OCB, which leads to enhanced performance (Gurmani, et al., 2021; Hajiali, et al., 2022; Hakro & Solangi, 2023). It acts as a mediator, converting the impact of training and motivation into heightened performance levels among employees (H8); the term 'organizational citizenship behavior' refers to this behavior. This all-encompassing model employs the mediating variables of training, motivation, and organizational citizenship behavior (OCB) while laying the groundwork for assessing leadership styles and their impact on performance among Pakistan's public sector employees (Qalati, et al., 2022; Saira, et al., 2021; H. Sarwar, et al., 2020; Shahzad, et al., 2022; P. C. Susanto, et al., 2023). The study uses these hypotheses as a guide for the empirical inquiry, aiming to validate these connections and provide valuable insights for improving the public sector's efficiency. The goal of this theoretical foundation is to significantly advance the conceptual understanding of leadership practices in Pakistan's public sector (Wuryani, et al., 2021; Yan, et al., 2020; Yasir, et al., 2022).

Literature Review

The study has addressed the concept of the 'public sector'. It is crucial to comprehend the meaning of the term "public" in relation to the public sector. The statement of Ranson and Stewart provides a clear comprehension of the roles and responsibilities of the public sector. Currently, the primary objective of the public domain is to facilitate authoritative public decision-making about collective actions and objectives (Zubair, Khan, & Mukaram, 2021). Essentially, it involves the process of elucidating, establishing, and attaining a communal objective. The entity's ultimate duty is to establish society as a political community with the ability to make decisions that affect the public. The public domain has the especially difficult problem of creating a public that can engage in conversation and make decisions about the community's needs (Saher, Matloob, & Shabbir, 2020).

The public sector in Pakistan lacks a favorable reputation. The paucity of resources and poor pay of government personnel are a result of corrupt activities, bureaucratic and political pressures, and undesirable selections made by powerful persons within the staff. The expansion of bureaucracy and the subsequent increase in expenditures have led to a decline in the country's productivity (Shabbir, Bashir, Abbasi, Yahya, & Abbasi, 2021), ultimately resulting in a closed system. As a result, Pakistan's bureaucracy has presented a complex situation for its citizens. There is a perception that government organizations lack technology, protocol, and training; however, this is not accurate (Batool & Goldmann, 2021).

Effective leadership is essential in Pakistani public sector organizations to ensure optimal service delivery and organizational performance, which in turn affects the nation's progress and public welfare. Important public companies that are central to this conversation include the Capital Development Authority (CDA), Islamabad Electric Supply Company Limited (IESCO), Sui Northern Gas Pipelines Limited (SNGPL), Pakistan International Airlines (PIA), National Database and Registration Authority (NADRA) and Capital Hospital.

CDA, which is in charge of Islamabad's municipal services, has long struggled with ineffective bureaucracy. CDA's efficacy has been hampered by its mostly transactional leadership style, which is focused on routine management. On the other hand, it has been suggested that transformational leadership be used to solve these issues as it encourages creativity and dedication (Ullah, et al., 2021; Yusuf, Haryono, Hafid, Salim, & Efendi, 2022). Likewise, IESCO's leadership has come under close examination about how it handles the intricacies of energy distribution. A move towards transformational leadership may improve customer satisfaction and staff engagement, but change resistance is still a major obstacle.

Leadership has been essential to SNGPL's crisis management, especially during the gas shortages. In order to increase responsiveness and accountability, there is necessity for a balanced strategy that combines transformational leadership with transactional management. Conversely, NADRA has effectively incorporated transformational leadership, propelling its digital transformation and greatly enhancing the provision of public services (Qasim, Rizvi, & Irshad, 2020; Rabiul & Yean, 2021; Raja, et al., 2020). NADRA's success may be attributed to a leadership approach that promotes creativity, responsibility, and a distinct organizational mission.

The national airline, PIA, has had several difficulties, like as inefficiency and corruption, which have been connected to its management approach. PIA's operational effectiveness and reputation may be restored with the use of transformational leadership. However, these attempts have been hampered by political meddling and a lack of strategic vision. Finally, it has been noted that Capital Hospital leadership has a critical role in enhancing both organizational performance and patient care. There is need to use transformational leadership in the healthcare industry as a means of empowering staff members and putting patient care ahead of formalities (Raza, Shah, & Arif, 2021; Razzaq, et al., 2020; Rehman, Jalil, Hassan, Naseer, & Ikram, 2021). Overall, bureaucratic inertia, political meddling, and opposition to change often impede the adoption of transformational leadership, despite the fact that it is acknowledged as crucial for fostering constructive change in these public organizations. To tackle these obstacles, focused leadership development is necessary.

Table 2.1: Key Public Sectors in Pakistan and Their Leadership Style

Public Sector Organization	Challenges Identified	Current Leadership Style	Recommended Leadership Style	Key Studies
Capital Development Authority (CDA)	Bureaucratic inefficiencies, lack of innovation	Predominantly Transactional	Transformational	(Fareed, et al., 2021)
Islamabad Electric Supply Company Limited (IESCO)	Complex energy distribution, employee disengagement	Transactional with resistance to change	Transformational	(Yusuf, et al., 2022)
Sui Northern Gas Pipelines Limited (SNGPL)	Crisis management during gas shortages, lack of responsiveness	Balanced (Transactional with some Transformational elements)	Enhanced Transformational	(A. Shah & Phulpoto, 2022)
National Database and Registration Authority (NADRA)	Driving digital transformation, improving service delivery	Successful Transformational	Continuation of Transformational	(U. Sarwar, Zamir, Fazal, Hong, & Yong,

Pakistan International Airlines (PIA)	Corruption, inefficiency, political interference	Predominantly Transactional	Transformational	2022) (Ali Zeb, et al., 2020)
Capital Hospital	Improving patient care, overcoming bureaucratic procedures	Transactional	Transformational in Healthcare	(Yasir & Khan, 2020)

Many public sector organizations provide sufficient funding for training, development, and purchasing new processes and technology. However, these programs often fail to achieve their intended goals due to factors such as lack of motivation, corruption, prejudice, and political pressures (Ahuja & Pandit, 2020). Research has shown that the selection of employees for training is based on nepotism or favoritism rather than merit. Additionally, there is a tendency to choose incompetent corporations for process or technology re-engineering based on the lowest bid, accompanied by the payment of bribes to high-ranking officials. This is the reason public sector organizations have not been able to achieve the desired results through training and technical improvements (Khoulal, ur Rehman, & Idrees, 2022).

Gebrehiwot & Elantheraiyan (2023) stated that the public sector in Pakistan fosters widespread corruption while diminishing morale and exacerbating inefficiency. Numerous competent officials want to go into the private sector. Experts identify low salaries and perks as a significant factor contributing to bureaucratic inefficiency (M. Hussain, Bashir, & Shahzad, 2021). Insufficient compensation compared to the private sector is the main cause of the decline in employee performance. Undoubtedly, Pakistan had become an Asian tiger in the 1960s. The Daily Dawn conducted an interview with Abdul Hameed M. Dadabhoy on September 9, 1995. This statement provides an overview of the performance of our public sector throughout the 1960s, indicating that it was doing well (Raza, et al., 2021). According to all development measures, Pakistan's economy was the quickest in all of Asia at that time. Pakistan's public sector organization, PIA, is now experiencing a decline. However, it has successfully established itself as China's national flag carrier airline and stands alongside Emirates Airways as one of the world's top airlines. Zulfikar Ali Bhutto implemented the nationalization process in Pakistan as a strategy to establish socialist economic reforms and enhance the development of the country's national economy (Alam, Li, Baig, Ghanem, & Hanif, 2021). Starting in the 1950s, the nation underwent rapid industrialization and emerged as a prominent industrial hub in Asia. Over time, the labor trade unions and the working class developed tense ties with the industrial business oligarchs. These classes utterly disregarded the working conditions and failed to create a healthy atmosphere for the workers in the industries (Awan & Qasim, 2020). Shabbir, et al. (2021) conducted a financial sector assessment of Pakistan from 1990 to 2000. Evidence clearly indicates that there is a pervasive issue of subpar performance within our public organization. The escalating deficits of public institutions in Pakistan pose a formidable task for the government. The government is allocating Rs. 400–600 billion annually to these organizations, resulting in a reduction in the development budget. Hence, it is essential to ascertain the fundamental factors contributing to subpar performance in public organizations (Shabbir, Kousar, & Kousar, 2020).

Pakistan's performance in the 'government effectiveness' measure is noteworthy. The percentile rank of the given score is 31.73, which is somewhat higher than Bangladesh's score of 20.19 but much lower than India's score of 66.83, Bhutan's score of 65.87, and Sri Lanka's score of 50.96. According to the WGI study, Pakistan has the lowest level of political stability among South Asian countries, with a percentile rank of 5.19. In comparison, Bangladesh has a rank of 16.04, Bhutan has a rank of 84.91, India has a rank of 16.98, the Maldives has a rank of 58.49, Nepal has a rank of 41.51, and Sri Lanka has a rank of 45.28. The Corruption Perceptions Index (CPI) ranks Pakistan 140th out of 180 nations (Sun et al., 2023). The diagram displays the CPI scores of South Asian nations in 2021. Pakistan's Corruption Perceptions Index (CPI) score is 28 out of 100, which is somewhat higher than Bangladesh's score of 26. According to these statistics, Pakistan exhibits a higher level of corruption in comparison to other countries in South Asia. Amir, Bilal, & Khan (2023) stated that the World Bank conducted a study on the governance indicator 'bureaucratic efficiency' for many nations, including South Asian countries. The study found that Pakistan had the lowest bureaucratic efficiency score of 4.3 out of 10. In contrast, the scores of India, Sri Lanka, and Bangladesh, which are neighboring countries, were higher. India scored 5.5, Sri Lanka scored 6.7, and Bangladesh scored 4.7 (Shahid, Rahman, Sheikh, & Allahrakha, 2024).

The World Bank Governance Index Project (2020) looked at two governance indices. Hussain, et al. (2021) examined the levels of 'government efficacy' and 'political stability' in about 200 nations, including seven countries in South Asia. We assign a ranking from 0 to 100 to the percentile score. The higher the score, the more efficient the government is. Pakistan's percentile ranks in the indicator of 'government efficiency' is 31.73, which is somewhat higher than Bangladesh's score of 20.19 but much lower than India's score of 66.83, Bhutan's score of 65.87, and Sri Lanka's score of 50.96 (Khursheed, Mehmood, & Hussain, 2023). According to the WGI study, Pakistan has the lowest level of political stability among South Asian countries, with a percentile rank of 5.19. In comparison, Bangladesh has a rank of 16.04, Bhutan has a rank of 84.91, India has a rank of 16.98, the Maldives has a rank of 58.49, Nepal has a rank of 41.51, and Sri Lanka has a rank of 45.28 (Marcos & Vale, 2024).

Transparency International (2021) ranks Pakistan at 140 out of 180 nations in the Corruption Perception Index (CPI) score. Figure 1 displays the CPI ratings for South Asian nations in 2021. Pakistan's Corruption Perceptions Index (CPI) score is 28 out of 100, which is somewhat higher than Bangladesh's score of 26. According to these statistics, Pakistan exhibits a higher level of corruption in comparison to other countries in South Asia (Sohail & Li, 2023). Shabbir, et al. (2021) stated that the World Bank conducted a study on the governance indicator 'bureaucratic efficiency' in several nations, including South Asian countries.

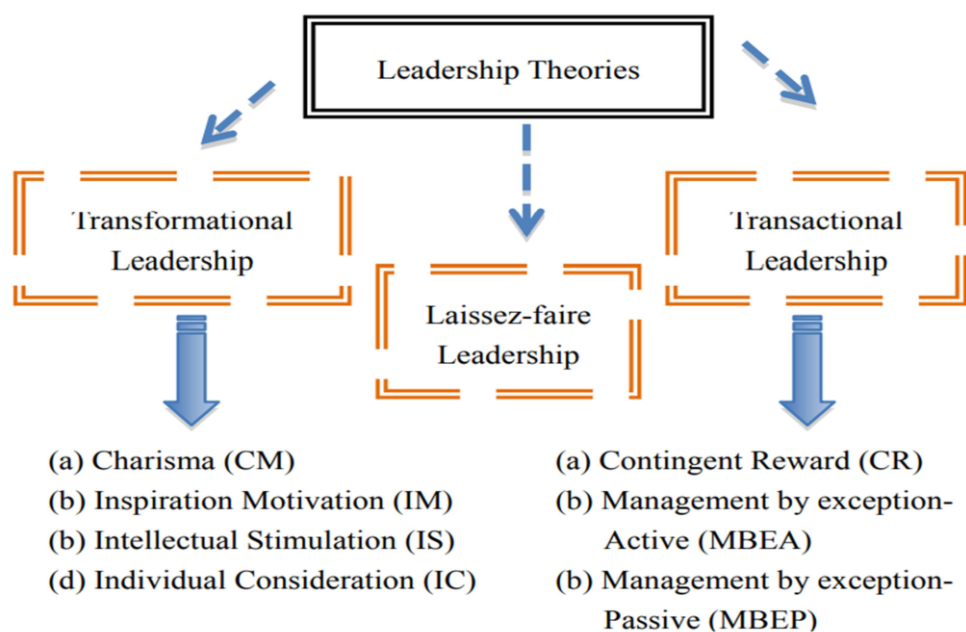
Table 2.2: Pakistan's performance compared to neighboring Asian countries (2021)

Country	Government Effectiveness (Percentile)	Political Stability (Percentile)	CPI Score	CPI Rank	Bureaucratic Efficiency (Score out of 10)
Pakistan	31.73	5.19	28.0	140.0	4.3
Bangladesh	20.19	16.04	26.0	nan	4.7
India	66.83	16.98	nan	nan	5.5
Bhutan	65.87	84.91	nan	nan	nan
Sri Lanka	50.96	45.28	nan	nan	6.7
Maldives	nan	58.49	nan	nan	nan
Nepal	nan	41.51	nan	nan	nan

The table shows that Pakistan had the lowest bureaucratic efficiency score of 4.3 out of 10. In contrast, India, Sri Lanka, and Bangladesh, which are neighboring countries, had higher scores. India's score is 5.5, Sri Lanka's rating is 6.7, and Bangladesh's rating is 4.7. The governance metrics for South Asian nations demonstrate notable variations in several facets of government (Amir, Bilal, & Khan, 2023). Pakistan's percentile score for government efficiency is 31.73, somewhat higher than Bangladesh's 20.19 but much lower than India's 66.83, Bhutan's 65.87, and Sri Lanka's 50.96. This suggests that the performance of Pakistan's government is somewhat less efficient when compared to the majority of its neighboring countries (Shabbir, et al., 2021). This research aims to determine the factors that influence employee performance. These criteria can effectively design a performance management system. The study findings will be very beneficial for public sector organizations because they will shed light on areas of ambiguity in employee performance. Furthermore, the results of this study will be valuable in formulating any performance management system in a public sector organization.

When it comes to defining leadership, Shabbir, et al. (2021) claimed that there are as many variations as there are leaders. A person's character is revealed as the fundamental background in a good examination of many definitions of leadership. In general, it seems that there is some latitude with respect to the current challenges. The following are some examples of leadership definitions: According to Shahid, et al. (2024), a job of a leader is to help their team or group agree on what needs to be done and how it should be done, as well as to facilitate their individual and group efforts toward a common goal. The term does not indicate that the procedure will succeed or that the objective will be achieved. Also, it has been suggested by Sohail & Li (2023) that leadership may be defined as the ability to influence the behavior, ideas, and attitudes of others by taking on responsibility for the firm's direction, as well as responsibility for what others perceive and envisage about the future and how it might be achieved.

In addition, Ullah, et al. (2021) explained that "leadership is defined as the process by which a person encourages others to attain an aim and guides the organization in a manner that makes it more cohesive and coherent". To attain these goals, Kumar argues, leaders must use a variety of qualities, such as the ability to demonstrate integrity and a commitment to high standards of personal and professional conduct. Leadership, according to Yang, Wang, & Mohammed (2020), is a typical action that involves duty, power, and responsibility sharing. According to them, leadership is all about getting other people to work toward their own and the group's best interests.

**Figure 2.1: Key Leadership Theories Relevant to Current Study (Kwan, 2020)**

The image above illustrates a hierarchical arrangement of leadership ideas. The highest level of categorization is "Leadership Theories," which divides into three primary types: transformational leadership, laissez-faire leadership, and transactional leadership. Transformational leadership has four key elements: charisma (CM), inspiration and motivation (IM), intellectual stimulation (IS), and individual consideration (IC) (Kwan, 2020). These factors prioritize promoting motivation and inspiration among followers, fostering innovation, and taking into account individual requirements. The two main components of transactional leadership are contingent reward (CR) and management by exception (Boal & Hooijberg, 2020), further classified into active (MBEA) and passive (MBEP) (Gebrehiwot & Elantheraiyan, 2023). This approach emphasizes the interactions between leaders and followers, the provision of incentives for high performance, and the implementation of corrective measures. Laissez-faire leadership, positioned between the other two styles, advocates for a non-interventionist approach where leaders provide little guidance and empower followers to make choices autonomously. Essentially, the graphic demonstrates the influence of various leadership styles on employee performance, motivation, behavior, and the efficacy of training programs in public sector organizations (Batool & Goldmann, 2021). Gaining insight into these connections may assist in customizing leadership strategies to cultivate a staff that is more motivated, competent, and high-achieving.

Transformational Leadership Theory

Transformational leadership theory emphasizes leaders' ability to inspire and encourage followers to achieve remarkable results while also strengthening their leadership skills. Transformational leaders rely on charisma (idealized influence), inspiration, intellectual stimulation, and individual consideration. Transformational leaders are revered and trusted role models (Siangchokyo, Klinger, & Campion, 2020). They are ethical and moral, and they have a clear vision and goal. Followers appreciate and admire these leaders, who go above and beyond to achieve their goals. These leaders explain a clear, compelling, and exciting future vision that grabs their followers' imaginations and emotions. They set high standards and utilize symbols and emotions to motivate focus group participants to do more than they would otherwise (Ladkin & Patrick, 2022). This creates an enthusiastic, challenging atmosphere that inspires people to fully commit to the cause.

Motivating talents, creating moral ideals, and fostering employee power are some of the characteristics of a transformational leader. This sort of leadership provides a vision that boosts the employee's capacity and desire to accomplish the highly valued activities that produce optimal performance. Transformative leadership is brave, takes risks, and stands steadfastly beside the shared desire of all concerned business units, as shown by the employees below who have made every effort to bring corporate expectations and global standards into alignment. The primary task of a transformation leader is to rebuild an organization's structural framework according to the employee's gains and wishes (Al-Amin, 2017), taking the global standards and the current situation into consideration. The transformational leader builds confidence by increasing employees' confidence, which brings together the employees' thinking values that have led to an enhanced result. The transformational style consists of four qualities, namely idealized power, individualized attention, motivating motives, and intellectual stimulation (Batool & Goldmann, 2021).

Research on transformational leadership has grown more popular in various sectors. Transition leaders should be able to instill confidence and act as role models for their colleagues, according to some experts. Changes in transformation are characterized as creative, active, and innovative. This leadership style is based on the members' personal beliefs and is reflected in their interactions with each other (Changar & Atan, 2021; Chemers, 2000). Furthermore, followers are encouraged to pursue greater personal and organizational targets beyond the pursuit of short-term goals focused on self-interest. The transformational leader helps workers to become creators in organizational culture. This approach to leadership encourages capacity building, engagement, and motivation. In effect, increased commitment leads to extra effort and efficiency growth (Crosby & Bryson, 2018).

"Inspirational motivation", according to Efianda & Iswahyuni (2021), is primarily concerned with leaders establishing high standards, thereby becoming a beacon of emulation and reference for the subordinate. As a result, his or her employees see this motivational leader as a role model worthy of imitation, encouraging them to do their best work while also evoking admiration and respect. As long as they remain enthusiastic about the future, inspirational leaders inspire their teams to do their best work by offering a compelling, clear vision and an exciting, imagined picture of how the company will evolve (Fernet, et al., 2015). To inspire their subordinates, an inspiring leader helps them to see the organization's bright future and themselves as part of it.

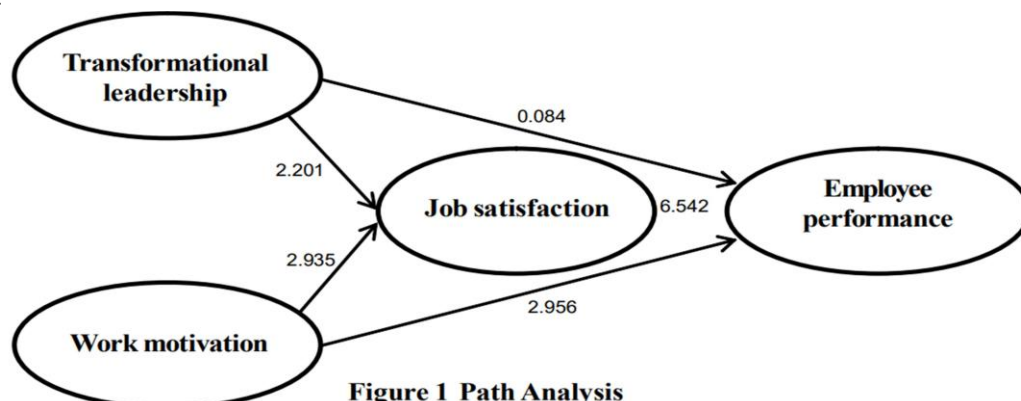


Figure 1 Path Analysis

Figure 2.4: Transformational Leadership, Work Motivation and Employee Performance (Prabowo, et al., 2018)

The image shows transformational Leadership, Work Motivation, Job Satisfaction, and Employee Performance are examined in this path analysis diagram. Transformational Leadership positively impacts work satisfaction and staff performance, according to the model. The direct influence on employee performance is modest (Prabowo, et al., 2018). Work motivation boosts work satisfaction and staff performance. Jobs satisfaction strongly improves employee performance by mediating the link between transformational leadership, work motivation, and performance. In various aspects, the thesis is connected to the image, firstly, transformational leadership boosts work happiness and indirectly performance. This supports the thesis's emphasis on leadership styles and performance (Akdere & Egan, 2020). Secondly, job happiness and employee performance are intimately related, emphasizing the significance of motivating employees for improved performance. Finally, transformational leadership training improves leaders' capacity to inspire and encourage their people and directly addresses work motivation concerns (Marisyah, Mayasari, Astuti, & Purwanto, 2023; Prabowo, et al., 2018). In conclusion, this path analysis model shows how transformational leadership and work motivation affect job satisfaction and employee performance, providing valuable insights for public sector organizations seeking to improve employee performance through targeted leadership and motivational strategies.

When there are problems that need to be addressed and subordinates are made a member of the solution team, they become more motivated (Bass et al., 2010). People who are inspired by their bosses are more likely to promote a sense of camaraderie among their employees (Kalsoom, Khan, & Zubair, 2018). Leaders value inspirational motivation because it boosts employees' self-esteem and encourages them to work toward the organization's stated objectives (Dwivedi, Chaturvedi, & Vashist, 2020). The "individual attention" pillar of "transformational leadership" focuses more on mentoring and coaching. Individual differences among subordinates are considered by the leaders in this dimension, who serve as mentors to them. As a result, leaders who care about their subordinates' well-being can help them develop their abilities, overcome their concerns, and manage their daily organizational responsibilities effectively (Changar & Atan, 2021). To assist subordinates to improve and grow as individuals capable of handling any given work, they are provided personalized attention. Leaders who take the needs of their subordinates into account serve as coaches, helping them to realize their own objectives and aspirations (Donkor, et al., 2022). They can identify the strengths and weaknesses of their subordinates and work with them to help them grow in these areas until they are self-sufficient enough to carry out their daily tasks on their own (Dwivedi, et al., 2020).

Methodology

The research method used in this study is quantitative research to determine the relationship between the variables of interest; the independent variable is transformational and transactional leadership styles, the dependent variable is employee performance, and the moderating variables are employee training and motivation. The research method would be focused on quantitative research whereby questionnaires containing numerical data were administered to employees from different public sector organizations (Mohajan, 2020). The data were also subjected to Statistical Analysis such as Structural Equation Modeling (SEM) to confirm the subject hypotheses concerning the relations between the variables under study. The quantitative research method was adopted because it has the advantage of coming up with accurate numbers and relationships between them to test the strength and direction of variables. Moreover, compared to other prevalent approaches, this method makes it easy to employ huge samples, which helps improve the credibility and reliability of the study (Duckett, 2021). The research method used for the study aims at making sure that not only the statistically significant results are achieved, but also the practically achievable results for organizational leadership and management are attained (Bloomfield & Fisher, 2019).

The use of evidence-based processes, protocols, and recommendations for performing a research project is known as a research design (Jamieson, et al., 2023). For the present study, it is a broad method that incorporates the many research components logically and lucidly. Data collection, measurement, and analysis are all part of the process. It was decided to do quantitative research for this thesis. Analysis and quantification of variables is the goal of quantitative research, which aims to produce accurate results (Novosel, 2022).

Methodologically, it emphasizes a focus on deliberate measurement and statistical analysis of data acquired via surveys and computational approaches. While collecting statistical data from pre-selected samples, quantitative surveys aim to explain a specific variable across a specific phenomenon by generalizing results across groups of individuals (Hair Jr, Matthews, Matthews, & Sarstedt, 2017).

The findings of a quantitative survey may be represented numerically and further exhibited in tables and graphs by employing questionnaires and polls to collect information from participants and selecting an appropriate sampling strategy based on the formulation of the research topic. It is possible to predict future occurrences or draw conclusions from the past based on a thorough analysis of facts (Joe F Hair, Ringle, & Sarstedt, 2011). It's important to note that quantitative survey patterns are deliberate, extensive, ongoing, and investigative. Data acquired via this approach is statistical, rational, and unbiased because the data cannot be emotive or tainted by the researcher's bias. An organized methodology is used to collect data, which is then used on a more representative sample of the overall population (Hair, Sarstedt, Ringle, & Mena, 2012).

All quantitative research methods begin with survey research. It gathers information from the ground up and focuses on the most basic aspects. For example, questionnaires, online surveys, and web intercept surveys can be used to pose questions to a preset sample of responders (Hair, Risher, Sarstedt, & Ringle, 2019). The use of survey research allows a researcher to ask a large number of study questions and rely on the responses of a large number of participants to get numerical data. The survey might be picked throughout varied groupings or within specially targeted respondents. It is necessary, however, that the sample be randomly picked using a competitive process that prevents bias and unprofessional manipulations (Sarstedt, 2019).

Because of this, the study was conducted using a survey research strategy. According to Jamieson, et al. (2023), a survey study design would be an essential instrument for the researcher to collect systematic data from a wide range of respondents across six public organizations, including those of varying genders, educational backgrounds, and ages. To avoid any potential for

bias in the selection of participants, a basic random sampling method was adopted. The researcher utilized a quantitative study design that allowed for both descriptive and inductive analysis.

As part of the study, a structured questionnaire was issued to participants via the Human Resources department, which included a link to a webpage that made it easy for the study population to fill out the questionnaires in a timely way. The collection of the data lasted a week in March 2022. The reason for this was that the researcher didn't want the replies from other employees to skew the results. Primary data are those that were gathered directly from the subjects of the study. It was separated into four sections in the questionnaire that was utilized in the study: When it came time to gather demographic information for participants in the study (Part A), the demographics were collected in Part B; the demographics were also collected in Part C, and the demographics were collected in the last section (Part D). The researcher sent these questionnaires to the study organization's human resources department. A total of 279 of the 500 people who received the link to the website filled out a questionnaire, and all of them were legitimate.

An open-access questionnaire has been used to gather demographic data about respondents, such as their gender and educational attainment. This information was valuable in obtaining demographic information on the respondents. Transformational leadership has been measured by 8-items scale developed by Dai, Dai, Chen, & Wu (2013). Transactional leadership has been measured by 4-items scale developed by Dai, et al. (2013). Employee motivation has been measured by 7-items scale developed by Gagné et al. (2010), measuring both intrinsic and extrinsic motivation of employees. Employee training has been measured through 5-items scale developed by Schmidt (2004). Organizational Citizenship Behavior has been measured through 8-items scale developed by Lee & Allen (2002) where four items measure Individual OCB and next four items measure Organizational OCB. Employee Performance has been measured in terms of task performance through 5-items scale developed by Babin & Boles (1998). A detailed questionnaire with all of its items has been given in the following table and Appendix A.

Table 3.1: Measurement of Variables of Current Study

Variable		Source
Transformational Leadership		(Dai, Dai, Chen, & Wu, 2013; Masa'deh, Obeidat, & Tarhini, 2016)
TFL1	The supervisor can understand my situation and give me encouragement and assistance.	
TFL2	The supervisor encourages me to take challenges.	
TFL3	I believe the supervisor can overcome any challenge at work.	
TFL4	The supervisor encourages me to make efforts toward fulfilling the company vision.	
TFL5	The supervisor encourages me to think about problems from a new perspective.	
TFL6	The supervisor encourages me to rethink opinions that have never been doubted in the past.	
TFL7	I believe I can complete my work under the leadership of the supervisor.	
TFL8	The supervisor spends time to understand my needs.	
Transactional Leadership		
TCL1	When I am unable to complete my work, my supervisor reprimands me.	(Dai, et al., 2013; Masa'deh, et al., 2016)
TCL2	My supervisor precisely records any of my mistakes.	
TCL3	My supervisor gives me what I want in exchange for my hard work.	
TCL4	My supervisor tells me that I can get special rewards when I show.	
Employee Motivation		
EM1	I do this job because I enjoy this work very much.	(Gagné et al., 2010; van der Kolk, van Veen-Dirks, & ter Bogt, 2019)
EM2	I do this job because I have fun doing my job.	
EM3	I do this job for the moments of pleasure that this job brings me.	
EM4	I do this job because this job affords me a certain standard of living.	
EM5	I do this job because it allows me to make a lot of money.	
EM6	I do this job because it provides me with economic certainty.	
EM7	I do this job for the status it provides me.	
Employee Training		
ET1	My department provides learning/training opportunities to meet the changing needs of the workplace.	(J. Hanaysha, 2016; Schmidt, 2004)
ET1	Training and development are encouraged and rewarded in my department.	
ET3	Overall, the on-the-job training I receive is applicable to my job.	
ET4	Overall, the training I receive on the job meets my needs.	
ET5	Overall, I am satisfied with the amount of training I receive on the job.	
Organizational Citizenship Behaviour		

OCB1	I help others who have been absent.	(Lee & Allen, 2002)
OCB2	I willingly give my time to help others who have work-related problems.	
OCB3	I adjust my work schedule to accommodate other employees' requests for time off	
OCB4	I go out of the way to make newer employees feel welcome in the work group	
OCB5	I attend functions that are not required but that help the organizational image.	
OCB6	I keep up with developments in the organization	
OCB7	I defend the organization when other employees criticize it.	
OCB8	I show pride when representing the organization in public	
Employee Performance		
EP1	I always complete the duties specified in my job description.	(Babin & Boles, 1998; Darvishmotevali, Kim, & Ning, 2024)
EP2	I fulfil all responsibilities required by my job.	
EP3	I often fail to perform essential duties.	
EP4	I never neglect aspects of the job that I am obligated to perform.	
EP5	I believe my performance meet all the formal requirements of the job.	

It is the capacity of a questionnaire, test, or measuring technique to generate the same findings at a later period, regardless of when the study was conducted. A more accurate description would be that of long-term consistency and reliability. When it comes to data validity, researchers are concerned with how accurate their findings are. What matters most, though, is how well the answers to the questionnaire match up with what we know about the real world. Reconciling measurement errors with theoretical links becomes more challenging when the reliability and validity of a study are not established (Novosel, 2022; Sarstedt, 2019). Scales that have been previously validated were used in this investigation. The Multi-Factor Leadership Questionnaire (MLQ) established by Dai, et al. (2013) was altered and revised for this study to examine the two types of leadership styles. This study employed Babin & Boles (1998)'s to evaluate employee performance.

Table 3.3: Reliability Statistics

Variable	Items	Cronbach's Alpha
Transformational Leadership	07	.828
Transactional Leadership	04	.724
Employee Training	05	.766
Employee Motivation	07	.701
Organizational Citizenship Behavior	08	.782
Employee Performance	05	.881

It was necessary to compare the Cronbach's alpha value to the usually acceptable threshold of 0.7 to ascertain the instrument's level of consistency. When the Cronbach's alpha of the study instrument is greater than 0.7, it indicates internal consistency (Hair, et al., 2011; Hair, et al., 2012; Hair Jr, et al., 2017). Results from Cronbach's alpha tests for each leadership style and employee performance questionnaire are shown in Table above. An internal consistency test of the questionnaires used in this study yielded an alpha value of 0.873, meaning the questionnaires used in this investigation were internally consistent.

Ethical Considerations

In conduct of this research, following ethical considerations will be catered by the researcher throughout the research process.

Informed Consent

Consent was an essential component of the study and it was always sought from the research participants. Every subject was informed, to the utmost detail, about the study and their role in it both in terms of aims and process. The subjects' permission to be used in the study was sought in writing and hence, their participation was voluntary and informed (Hair, et al., 2019; Hair, et al., 2012).

True Data Reporting

As for the consideration of the research integrity, the accurate process of dataset's reporting was preserved all along the research. All information gathered in the present study were documented and analyzed appropriately without the assumption or creation of false information (Duckett, 2021). The findings of this study have been presented in a real form and hence, the actual results of the data analysis have been given real depiction.

Transparency and Fairness

The following principles of research were kept in mind in all the research activities: intention to be transparent and fair. Record keeping was kept to the highest standards possible, making the study easily replicable by other researchers since all the methodologies applied, the data analysis and data interpretation processes were completed with a high level of openness. During the course of the research, proper record of all the decisions that were made was kept with clear justification that

served to make the research as fair as could be. Furthermore, all the analyses were done without prejudice (Scharrer & Ramasubramanian, 2021), the conduct of this study thus affords the results to be actual representations of the data collected and not a representation based on prejudice of any sort.

Privacy and Anonymity

The identity of the participants was kept confidential and they remained anonymous throughout the process of the research. In the same regard, authorizing the higher level of identifying codes on personal data eliminated the possibility of identifying individuals in the final analysis. Some of the mechanisms that were put in place so as to protect the participant's data included the confidentiality agreements. They were kept safely with strict access to only the research workers (Sürücü & Maslakci, 2020; Sürücü, et al., 2023). Concerning the ethical issues, issues of anonymity of participants were observed during this research; therefore all information collected was handled in a secured manner to avoid identification of participants.

Plagiarism of Data

All personal data used in this study are free from plagiarism; the research followed all the anti-plagiarism policies strictly. As far as referencing is concerned, any data, ideas, or texts that were derived from other works were accredited to their original authors. To ensure that plagiarism was not associated with the work, the plagiarisms detection software was used and where the content contained any form of plagiarism it was either cut or adequately referenced (Hanaysha, 2016; Jamieson, et al., 2023). Such commitment in order to avoid cases of plagiarism guarantees the ethical practice of research and the rights of other authors.

Chapter Summary

This chapter explained the full research methods used for the current study, starting with the declaration of the research paradigm, which embraces the positivism research paradigm. Positivism paradigm therefore provided the guide on the choice of the quantitative research of the relationship between leadership and employee performance. Chapter three elaborated the data collection where questionnaires were distributed across several organizations within the public sector and other methods used in this study included self-administered questionnaires and online questionnaires. The conversation then shifted to the several analytical methods used, such as correlation analysis, normality tests, descriptive statistics, reliability and validity evaluations, and structural equation modeling (SEM). The chapter also covered the ethical issues that guided the research, including informed consent, openness, justice, privacy, and preventing plagiarism. The conclusions drawn from these analyses serve as the basis for the next several chapters, which evaluate and discuss the data in light of the body of knowledge and theoretical frameworks.

Data Analysis and Findings

The data were analyzed using SPSS (Statistical Package for Social Sciences) software Version 21. The questionnaire's scale reliability was determined by using scale analyses in SPSS to calculate the Cronbach's alpha value. Gender and age were among the demographic factors studied, as were variables. The influence of independent factors on the dependent variable was verified using regression analysis, and the link between independent and dependent variables was verified using correlation analysis.

The present study investigates the patterns of leadership training, motivation, and performance in organizations and uses AMOS 24.00 and SPSS 26.00 for Structural Equation Modeling (SEM). Based on this, the research investigates the integrated model of transformational and transactional leadership on employee performance, mediated by employee training and motivation. Furthermore, the research examines the moderating effect of organizational citizenship behavior (OCB) in these relations. It also involves studying the demographic characteristics of the employees to gain an understanding of the sample population. In this study, the normality of the data was tested by using normality tests, and the reliability of the regression analyses was checked by using multicollinearity tests. Through SEM, the current study can establish the direct and indirect relationships between these variables, which offer an understanding of the pathways through which leadership impacts organizational outcomes. To this end, this research will seek to fill these gaps by establishing how the various leadership styles can be utilized to increase employee performance through training and motivational practices, with OCB acting as a moderator.

Data Collection Brief

In the current study, data collection was done by administration of 400 questionnaires to several important public sector organizations. The Capital Development Authority (CDA), Sui Northern Gas Pipelines Limited (SNGPL), Islamabad Electric Supply Company Limited (IESCO), Pakistan International Airlines (PIA), National Database and Registration Authority (NADRA), and Capital Hospital were a few of the organizations.

This was done because these organizations act as major parties in the public sector and employ a wide ranging demography of employees, which gave a variety of different leadership and employee behaviors. Data collection was achieved by administering self-distributed questionnaires together with Google Surveys to increase coverage and response rates respectively. This approach served the purpose of enlisting the support of the employees who had a leaning towards the physical hard copies and at the same time served the employees who had more digitally inclined interests. Out of the 500 questionnaires that were administered, 279 of them were completed and returned, thus providing a very efficient response rate. However, a few responses were either missing or showed missing components while some were completely blank which requires special treatment to avoid data loss. The high return rate was explained by the fact of having chosen right organizations and also by

the use of the mixture of methods where some people preferred answering the questions online while others preferred face-to-face completion of the questionnaire. The data gathered offered a strong foundation for the study and allowed for evaluating leadership patterns, training, motivation, and work outcomes among employees. Since the study was conducted on well-known public sector organizations, they were able to get data which was pertinent and viable for the study, thus helping in enhancing the understanding of the behavioral system of the public sector and the organizations in particular.

Demographic Analysis

The gender profile of employees indicates that the workforce is predominantly male, with 186 male employees making up 66.7% of the total. Female employees are total 93, representing 33.3% of the workforce. The cumulative percentage confirms that males account for 66.7% of the employees, while females comprise the remaining 33.3%, resulting in a 100% total distribution.

Table 4.1: Gender Profile of Employees

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	186	66.7	66.7	66.7
Female	93	33.3	33.3	100.0
Total	279	100.0	100.0	

The age profile of the employees reveals a diverse workforce distributed across various age groups. The largest segment is the 31-40 age groups, comprising 112 employees, representing 40.1% of the total workforce. Following this, the 41-50 years age group includes 74 employees, accounting for 26.5% of the workforce. The youngest group, aged 18-30 years, has 56 employees, making up 20.1% of the total. Finally, the oldest group aged 51 years and above, includes 37 employees, representing 13.3% of the workforce. Cumulatively, 60.2% of employees are 40 years old or younger, indicating a relatively young workforce overall.

Table 4.2: Age Profile of Employees

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	56	20.1	20.1	20.1
31-40 years	112	40.1	40.1	60.2
41-50 years	74	26.5	26.5	86.7
51 years and above	37	13.3	13.3	100.0
Total	279	100.0	100.0	

The academic qualifications of the employees are summarized in the table 4.3, which shows the distribution of educational attainment levels. The majority of employees, 46.2%, hold a Master's degree, with 129 individuals falling into this category. Close behind, 45.2% of employees have a Bachelor's degree, amounting to 126 people. A smaller segment of the workforce, 6.5%, has a Professional Diploma, represented by 18 employees. Lastly, 2.2% of employees have achieved a Doctoral degree, corresponding to 6 individuals. Cumulatively, 97.8% of the employees hold at least a Bachelor's degree, indicating a highly educated workforce overall.

Table 4.3: Academic Qualification of Employees

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Professional Diploma	18	6.5	6.5	6.5
Bachelor	126	45.2	45.2	51.6
Master	129	46.2	46.2	97.8
Doctoral	6	2.2	2.2	100.0
Total	279	100.0	100.0	

Figure 4.3: Academic Qualification of Employees

Descriptive Statistics of Demographics of Employees

Important insights are revealed by the descriptive statistics of personnel demographics. The gender distribution shows an imbalance with a mean of 1.3333 and a standard deviation of 0.47225. With an average age of 2.3297 and a standard deviation of 0.94386, the workforce is rather youthful. The high level of educational attainment is indicated by the mean of 2.4409 and the standard deviation of 0.64811 for education. The majority of employees are married, according to their marital status, which has a mean of 1.9534 and a standard deviation of 0.66893. The annual income exhibits a range of income levels, with a mean of 2.1434 and a standard deviation of 0.98963. Employment experience has a mean of 2.5305 and a standard deviation of 0.92428, indicating a variety of employment levels, whereas employment designation has a mean of 2.4158 and a standard deviation of 0.92092, suggesting a mix of experience levels. All variables range from 1 to 4, based on categorical scales, with 279 valid responses.

Table 4.8: Descriptive Statistics of Demographics of Employees

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Gender	279	1.00	2.00	1.3333	.47225
Age	279	1.00	4.00	2.3297	.94386
Education	279	1.00	4.00	2.4409	.64811
Marital Status	279	1.00	4.00	1.9534	.66893
Annual Income	279	1.00	4.00	2.1434	.98963
Job Designation	279	1.00	4.00	2.4158	.92092
Job Experience	279	1.00	4.00	2.5305	.92428
Valid N (listwise)	279				

Data Normality Analysis

It is also crucial in quantitative research to use the normalcy testing approach to verify the data distribution. The most often used techniques for assessing the normality of data are Skewness and Kurtosis. According to Hair et al. (2019), the range between -2 and +2 is acceptable for this test. Table 4.9 makes it evident that the values of Kurtosis and Skewness fall within the permissible range, indicating that the data is suitable for additional examination.

Table 4.9: Data Normality Analysis

Statistics	TCL	TFL	EP	OCB	ET	EM
N	279	279	279	279	279	279
Mean	4.5771	5.6272	5.7584	4.0811	5.8287	4.6613
Median	4.5000	5.8333	6.0000	4.0000	6.2000	5.0000
Std. Deviation	1.51873	.98988	.94389	1.20982	1.21988	1.41022
Variance	2.307	.980	.891	1.464	1.488	1.989
Skewness	-.113	-.944	-.668	.353	-1.350	-.490
Std. Error of Skewness	.146	.146	.146	.146	.146	.146
Kurtosis	-.967	.857	.060	-.500	1.833	-.284
Std. Error of Kurtosis	.291	.291	.291	.291	.291	.291
Minimum	1.00	2.17	2.40	1.63	1.00	1.00
Maximum	7.00	7.00	7.00	7.00	7.00	7.00

Note:

N=279

TCL = Transactional Leadership, TFL =Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

Multicollinearity Analysis

Before using regression analysis or other methods to assess the study's hypothesis, the multicollinearity test must be run on the data. The variation inflation factor's value is used in multicollinearity analysis to determine whether or not the data are multicollinearity. In accordance with Hair et al. (2019) recommendations, data problems emerge if the variation inflation factor value exceeds 10. The tolerance value is also used to verify the multicollinearity. As per the study's guidelines, data that has a tolerance value greater than 0.9 indicates that further analysis of the data may pose challenges. The data is normal and free of multicollinearity if the Variation Inflation Factor and tolerance value are in accordance with the study's recommendations. The findings in Table 4.10 demonstrate that transactional leadership has a variation inflation factor of 1.604, for transformational leadership is 1.495, for organizational citizen relationship is 1.085, for employee training is 1.190 and for employee motivation is

1.533. As well as the tolerance value for transactional leadership is .624, for transformational leadership is .669, for organizational citizen relationship is .922, for employee training is .840 and for employee motivation is .653. All of these numbers satisfy the two assumptions, indicating that there is no multicollinearity in the data and that it can be used to support additional regression testing or other analyses that address the study's hypotheses.

Table 4.10: Multicollinearity Analysis

Coefficients		
Collinearity Statistics		
Tolerance	VIF	
Transactional Leadership	.624	1.604
Transformational Leadership	.669	1.495
Organizational Citizenship Behavior	.922	1.085
Employee Training	.840	1.190
Employee Motivation	.653	1.533
a. Dependent Variable: Employee Performance		

4.7 Correlation Analysis

This analysis table displays 4.14 for the correlation, averages, standard deviation, and reliability for the primary variables included in the current study. To quantify the association between all variables, Pearson's correlation coefficient is the most appropriate correlation technique. The association between these factors can have a positive or negative value, ranging from +1 to -1, according to the recommendations stated by Hair et al. (2019). The following are the correlation analysis's findings based on the data in the table:

Transactional leadership and transformational leadership have a positive relationship ($r = .425, p < .01$).

Transformational leadership and employee performance have a positive relationship ($r = .616, p < .01$).

Employee performance and organizational citizenship behavior have a positive relationship ($r = .127, p < .01$).

Organizational citizenship behavior and employee training have a positive relationship ($r = .119, p < .01$).

Employee training and employee motivation have a positive relationship ($r = .009, p < .01$).

Employee motivation and transactional leadership have a positive relationship ($r = .244, p < .01$).

When all factors considered, the correlations point to a strong positive relationship between improved employee performance, motivation, and training and both transactional and transformational leadership styles. Furthermore, there is a substantial correlation between employee training and performance, and training and leadership styles have an impact on motivation. Although the correlation between organizational citizenship behavior and the other variables is not as high, it is still significantly connected with performance, training, and leadership styles.

Table 4.11: Correlation among the Variables of Current Study

Correlations	Mean	SD	TCL	TFL	EP	OCB	ET	EM
TCL	4.5771	1.51873	1					
TFL	5.6272	.98988	.425**	1				
EP	5.7584	.94389	.354**	.616**	1			
OCB	4.0811	1.20982	.091	.195**	.127*	1		
ET	5.8287	1.21988	.204**	.383**	.443**	.119*	1	
EM	4.6613	1.41022	.556**	.400**	.258**	.009	.244**	1

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

*. Correlation is significant at the 0.05 level (2-tailed). Note:

N=279

TCL = Transactional Leadership, TFL = Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

† $p < 0.100$

* $p < 0.050$

** $p < 0.010$

*** $p < 0.001$

Measurement Model

To analyze the data, it can be noted that for the measurement model, AMOS 21.0 was employed to calculate the goodness of fit. To evaluate the model fitness the Chi-square (χ^2) test of parsimony, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Tucker-Lewis Index (TLI) will be used. These indices examined the totality as a goodness of fit of the proposed measurement model to the data.

The measurement model's confirmatory factor analysis was used to assess the convergent and discriminant validity of the constructs. The assessment of convergent validity was conducted concerning the constructs' factor loading, Average Variance Excluded (AVE), and Composite Reliability (CR). Loadings of all the items were significant and all had values more than the cut-off point of 0.50, which confirmed that the items were valid to measure the intended constructs. In this study, the adopted type of validity was the content validity where the focal point was to ensure that all the items created were relevant to the

intended constructs. The AVE values obtained for each construct were all higher than 0.50, which indicates that the constructs have explained much variance originating from the indicators compared to measurement error.

Therefore, the reliability coefficients of construct accessible scalability ranged within the acceptable limit of 0.70 for internal consistency and reliability of the constructs used in the study (Joseph F Hair, et al., 2019). Discriminant validity was examined based on the cross-loading of items and examining the correlation between two constructs by comparing the square root of AVE with the correlation between two constructs. The empirical tests for the Fornell-Larcker criterion and discriminant validity reveal that the square of the AVE for each of the constructs was greater than the corresponding lowest value of the interacted correlations (Joseph F Hair, et al., 2019). This means that each of the constructs is independent of the other and the items are more valid measures of that particular construct in the model than the other construct.

Model Fitness Measurement

The table presents the model fit measures and their corresponding thresholds and interpretations. 449 degrees of freedom (DF) and a Chi-square value (CMIN) of 1447.162 are present. The model fit is deemed satisfactory as the CMIN/DF ratio of 3.223 is within the permissible range of 1 to 3. The Comparative Fit Index (CFI) is 0.934, falling within the acceptable range but just below the good level of >0.95. An adequate fit is indicated by the Standardized Root Mean Square Residual (SRMR) of 0.056, which is less than the cutoff of

<0.08. The excellent fit is indicated by the Root Mean Square Error of Approximation (RMSEA) of 0.039, which is below the criteria of <0.06. But the test of close fit's (P-Close) p-value is 0.000, below the >0.05 cutoff, indicating that the model's fit is not close. Overall, most fit indices indicate that the model has an acceptable to excellent fit to the data, despite the P-Close value suggesting room for improvement.

Table 4.14: Composite Reliability & Average Variance Extracted

	Items	CR	AVE
OCB_AVG	08	0.860	0.508
EP_AVG	05	0.898	0.638
TFL_AVG	06	0.876	0.543
TC_AVG	04	0.885	0.658
ET_AVG	05	0.929	0.723
EM_AVG	04	0.798	0.502

Note: N=279

CR= Composite

Reliability, AVE= Average Variance Extraction, TCL = Transactional Leadership, TFL =Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation
Heterotrait Monotrait ratio of correlations (HTMT)

A metric for evaluating discriminant validity between the study's constructs is the Heterotrait-Monotrait (HTMT) ratio of correlations table. When HTMT values are less than the 0.85 threshold (Joseph F Hair, et al., 2019), which indicates that the constructs are different from one another, discriminant validity is verified. In this analysis, all HTMT values fall below this threshold, supporting the discriminant validity of the constructs. Specifically, the HTMT values between Organizational Citizenship Behavior (OCB) and other constructs range from 0.080 to 0.181, indicating minimal overlap. Employee Performance (EP) shows moderate correlations with Transformational Leadership (TFL) at 0.697 and Transactional Leadership (TC) at 0.394, suggesting these leadership styles are somewhat related to employee performance but still distinct. Employee Training (ET) and Employee Motivation (EM) also exhibit acceptable HTMT values with other constructs, further confirming that these constructs measure different aspects of the theoretical model. The absence of any values exceeding the 0.85 threshold indicates that the model has good discriminant validity, with each construct representing a unique dimension of the underlying theoretical framework. There are no warnings for this HTMT analysis.

Table 4.15: Heterotrait Monotrait ratio of correlations (HTMT)

	OCB_AVG	EP_AVG	TFL_AVG	TC_AVG	ET_AVG	EM_AVG
OCB_AVG	-					
EP_AVG	0.080	-				
TFL_AVG	0.181	0.697	-			
TC_AVG	0.126	0.394	0.480	-		
ET_AVG	0.112	0.487	0.428	0.227	-	
EM_AVG	0.023	0.300	0.474	0.652	0.280	-

Note:

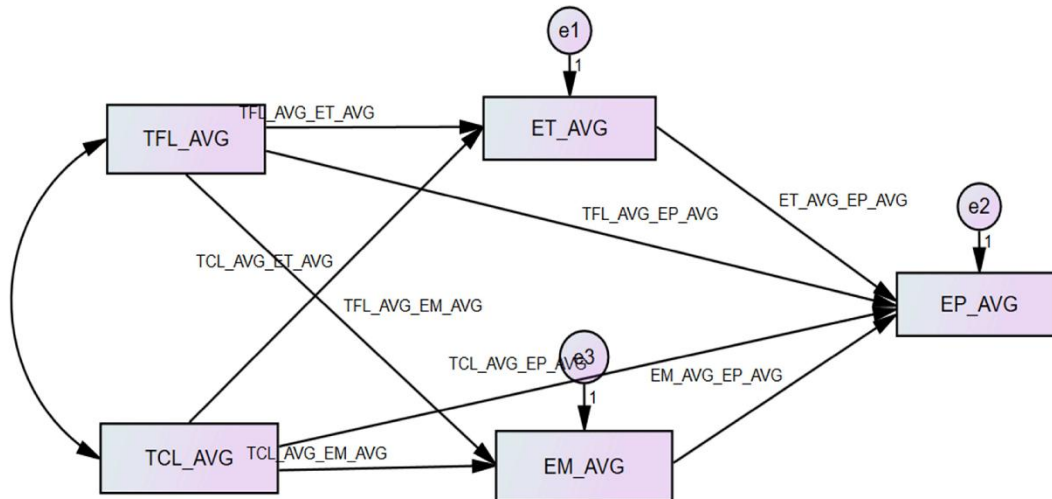
N=279

TFL =Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training,

EM=Employee Motivation

Structure Equation Modeling

To evaluate the direct effects of the IVs on the DV and to test the mediating roles of employee motivation and employee training, structural equation modeling was conducted with AMOS 24.00. This statistical tool can be used to establish the direct and indirect impact of the variables in the model by taking into consideration all the other variables at the same time. The SEM analysis first assessed the main effects of transformational and transactional leadership on employee performance. The direction and magnitude of the relationships between the variables were tested by checking the path coefficients and the respective significance levels. Testing was done on the mediation roles of employees training and motivation. In SEM, mediation analysis entails evaluating the mediating factors' indirect effects on the DV as a result of the IVs. Robust estimates of the mediation effects were obtained by applying the bootstrapping approach to test the significance of the indirect effects. Figure 4.10: Structure Equation Model of Current Study



Source: AMOS 24.00 Note:

N=279

TCL = Transactional Leadership, TFL =Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

Direct Effects for Transactional Leadership and Transformational Leadership

The analysis of the direct effects of Transactional Leadership (TCL) and Transformational Leadership (TFL) on Employee Performance (EP) reveals significant results for both leadership styles. Hypothesis 1 (H1), which posited that TFL positively influences EP, is supported with a direct path coefficient of 0.047 and a p-value of 0.001, indicating a statistically significant effect. Similarly, Hypothesis 2 (H2) suggests that TCL also has a positive impact on EP, with a direct path coefficient of 0.032 and a highly significant p-value of 0.000. These results demonstrate that both leadership styles contribute positively to employee performance, underscoring the importance of effective leadership in enhancing organizational outcomes.

Table 4.16: Direct Effects for Transactional Leadership and Transformational Leadership

HYP.	Direct Path	S.E.	P-Value	Decision
H1	TFL --> EP	.047	0.001	Supported
H2	TCL --> EP	.032	0.000	Supported

Note:

N=279

TCL = Transactional Leadership, TFL =Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

Mediating Effects of Employee Motivation and Employee Training

The examination of the mediating effects of Employee Training (ET) and Employee Motivation (EM) on the relationship between Transformational Leadership (TFL) and Employee Performance (EP) reveals significant findings. Hypothesis 3 (H3) suggests that Employee Training mediates the relationship between TFL and EP, with an indirect path coefficient of 0.109, a p-value of 0.001, and confidence intervals ranging from 0.043 to 0.140. This indicates a statistically significant and positive mediation effect, supporting the hypothesis. Similarly, Hypothesis 5 (H5) proposes that Employee Motivation mediates the relationship between TFL and EP. The indirect path coefficient is 0.044, with a p-value of 0.003 and a confidence interval between 0.033 and 0.152, demonstrating a significant mediation effect as well. These results highlight the crucial roles of Employee Training and Employee Motivation as mediators in enhancing the impact of Transformational Leadership on Employee Performance.

Table 4.17: Indirect Effects for Mediating Roles of Employee Motivation and Employee Training

HYP.	Indirect Path	Standardized coefficient (β)	Lower Limit	Upper Limit	P-Value	Decision
H3	TFL --> ET --> EP	0.109	0.043	0.140	0.001	Supported
H5	TFL --> EM --> EP	0.044	0.033	0.152	0.003	Supported
H6	TCL --> EM --> EP	0.126	0.050	0.124	0.001	Supported
H4	TCL --> ET --> EP	0.086	0.019	0.0127	0.001	Supported

Note:

N=279

TCL = Transactional Leadership, TFL = Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

Moderation Analysis for Organizational Citizenship Behavior

The moderation analysis of Organizational Citizenship Behavior (OCB) in relation to Employee Performance (EP) reveals varied results for the hypothesized relationships. Hypothesis 7 (H7) examines whether Employee Training (ET) moderates the relationship between OCB and EP. The analysis shows a moderation coefficient (β) of 0.310, with a t-value of 4.661 and a p-value of 0.076. Since the p-value is greater than the typical significance level of 0.05, this hypothesis is not supported, indicating that ET does not significantly moderate the relationship between OCB and EP. In contrast, Hypothesis 8 (H8) explores whether Employee Motivation (EM) moderates the relationship between OCB and EP. The moderation coefficient (β) is 0.611, with a t-value of 9.808 and a highly significant p-value of 0.000. This result supports the hypothesis, demonstrating that EM significantly moderates the relationship between OCB and EP, suggesting that higher levels of employee motivation strengthen the impact of organizational citizenship behaviors on performance.

Table 4.18: Moderation Analysis for Organizational Citizenship Behavior

HYP.	Relationship	β	t	P	Status
H7	ET*OCB --> EP	0.310	4.661	0.076	Not Supported
H8	EM*OCB --> EP	0.611	9.808	0.000	Supported

Note:

N=279

TCL = Transactional Leadership, TFL = Transformational Leadership, EP=Employee Performance, OCB=Organizational Citizenship Behavior; ET=Employee Training, EM=Employee Motivation

Discussion

The hypotheses developed for the study relate to the effects on the employee performance of leadership style, employee training or motivation, and the moderating effect of OCB. These results are relevant and contribute to understanding the potential interactions of these variables in an organizational setting. It is found that both types of leadership affect employee performance with the p-value being less than 0.001 and $P = 0.000$ respectively, for both indicating support for the hypotheses H1 and H2. This resonates with the literature (Ludwikowska, Zakkariya, & Aboobaker, 2024; Prayuda, 2023; Putri & Hartono, 2023; Rezeki, Mardiputera, & Wulandari, 2023) complaining of the lack of effective leadership that hampers efforts to improve the performance of employees (Rezeki, et al., 2023). For example, Putri & Hartono (2023) argued that through appeals to higher ideals, transformational leaders help to create the necessary conditions for high performance. Likewise, transactional leadership, which is rooted in impersonal relationships, responsibility, and accountability immediately, enhances performance by setting work structures and promising recompense for accomplishing such standards.

The study also revealed that employee training mediates the relationship between both transformational leadership and employee performances (H3, $p = 0.001$) and transactional leadership and employee performances (H4, $p = 0.000$) respectively. This finding echoes the argument by Blanchard & Hersey, in their situational leadership theory, which postulates that leadership can influence employee performance by providing training options for them. A good training and development initiative enables the workers to gain the requisite skills and knowledge to do the job well (Arifuddin, Lita, Catherine, & Yingxiang, 2023). Furthermore, the current study determined that employee motivation partially mediated the relationship between the two types of leadership and employee performance, that is, between TFL and EP (H5, $p = 0.003$) as well as between TCL and EP (H6, $p = 0.001$). This supports the theories like the need hierarchy theory by Maslow and two-factor theory by Herzberg that shows that motivation is the key factor for the performance of the employees. Transformational leaders typically encourage and engage their subordinates through means that create a connection between the organizational objectives to the personal values of the employees thus boosting their levels of self-generated motivation (Hassan, Halliru, & Maiyaki, 2023; Sundari & Achmad, 2023). The contingent reward practice means that transactional leaders can build up extrinsic motivation and performance levels (Susanto, Hamzah, Somantri, & Farhan, 2023).

Intrinsic motivation, which stems from people's self-interest and the desire to attain certain goals, could be strongly affected by transformational leadership that relies on recognition, personal, and organizational development. External motivation focused on tangible incentives and appreciation of the results can be well-controlled by instrumental leadership, which predicts the reward for the demonstrated work results (Putri & Hartono, 2023). Thus, the results of both research studies suggest that

both transformational and transactional motivation are necessary for increasing the levels of employee performance, which means that leaders have to focus on both models (Febrian, Rajab, & AR, 2023).

This paper also investigated to establish that OCB acted as a moderator between the level of employee training and performance (H7) as well as the level of motivation and performance (H8). The analysis proves that OCB does not help in moderating the relationship between employee training and performance ($p = 0.076$), and therefore, the study rejects H7. This could be the reason why although training enhances technical competence and knowledge it may not impact discretionary actions that depict OCB (Sundari & Achmad, 2023). Training particularly involves the refinement of certain skills that may be useful in a particular job, and while improving these kinds of behaviors might raise OCB's general level, the behaviors are not precisely the same as OCB (HASHIM, 2023).

But OCB has an influencing effect in moderating the interaction between the level of motivation and performance of the employees ($H8 = 0.000$). This bears credence to the fact that if the employees are motivated they will offer high OCB which will greatly improve performance. According to Putri & Hartono (2023), OCB has the potential to influence the organization's effectiveness through work satisfaction, reduction of conflicts, and occasioning teamwork. Another thing that is associated with motivation is the likelihood of the employees performing beyond their call of duty, thus enhancing performance (HASHIM, 2023; Prayuda, 2023; Subhaktiyasa et al., 2023). This fact corroborates the necessity of the organization to promote a culture where everyone will engage in OCB, as it was revealed that it enhances the impact of motivation on performance.

These are; altruism, conscientiousness, sportsmanship, courtesy, community virtue since these are the critical elements that organize work behavior for enhancing the cooperative esteem in work environment, as asserted by Putri & Hartono (2023). It can result in the enhancement of interpersonal communications within the team, caused by the decrease in conflicts, and enhanced general performance in an organization. The results showed that OCB has a remarkably good moderating impact on the motivation-performance link, and this reaffirms the need for organizations to ensure the implementation of contextual policies that foster such positive employee behaviors (Khasbulloh, Fauzi, Mursyidah, Jemmy, & Aji, 2023; Prayuda, 2023).

Therefore, the following are the main conclusions drawn from the present study: The outcomes of the study revealed that both transformational and transactional leadership styles have a substantial impact on increasing the performance of the employees. It should, however, be noted that employee training and motivation act as a moderator in this relationship and enhance the influence of leadership on positive outcomes (Santos, Lousã, Sá, & Cordeiro, 2023). OCB was not found to moderate the training-performance link, whereas it was found to influence the motivation-performance relation, underlining that it is vital for the organization to encourage OCB among the employees (Ningsih, 2023). These insights confirm prior findings and testify to the complexity and versatility of leadership and its effects on organizational results.

Conclusion

Using data from six Pakistani public enterprises, this unique study sought to examine the impact of two leadership styles (transformational and transactional) on employee performance. Using a cross-sectional descriptive survey technique, 279 individuals were sampled from a study population of 500 employees to participate in the study. One hundred and twenty-two people from various positions within the firms were surveyed for this study. A modified structured questionnaire was used to obtain primary data from the sample. Each of the above-mentioned leadership styles was assessed independently using a modified version of the questionnaire data were analyzed using descriptive and inferential statistical methods by the researcher. The researcher used Pearson's correlation and Structure Equation Modeling in inferential statistics to examine both the relationships and effects of the study's hypotheses, as outlined in the research plan. The purpose of this chapter is to describe the findings, implications, and suggestions that have been drawn from this research. According to the conclusions of this study, supervisors who want to get the most out of their staff should adopt a transactional style of leadership first, and then a transformational style of leadership.

To reach its goals and objectives, every organization's leadership must demonstrate leadership qualities that bring out the best in their workers. The findings of this study reveal how workers respond to different leadership styles in the way they carry out their jobs. Organizations should take advantage of this research and find out which leadership style their workers prefer most, and then use that information in their management. Supervisors' leadership conduct may also be used to establish future strategies and fulfill corporate goals (Meirinhos, et al., 2023; Paais & Pattiruhu, 2020; Rabiul & Yean, 2021). Also, the researcher suggests that supervisors demonstrate transformational leadership as the most appropriate type of leadership since workers respond more favorably to the transformational leadership style than to the transactional style of leadership (López-Cabarcos, et al., 2022). Supervisors need to keep an eye out for the items or circumstances that impact the performance of their staff and use this information to assist them in achieving departmental or organizational objectives. Employees need to be encouraged to be resilient and creative by their bosses, so that new ideas may flow freely throughout the company (Khan, et al., 2023).

Besides, by demonstrating more of the desired impact traits of a transformational leader, supervisors should look beyond their self-interest and connect with their colleagues via the promotion of their faith in them, which in turn would undoubtedly boost employee performance. Rather than waiting for an issue to emerge (Al-Jedaia & Mehrez, 2020; Alkadash, et al., 2023), supervisors should be proactive in clarifying organizational norms and goals to their staff. When it comes to corporate goals and objectives, the finest leaders anticipate and foresee to the best of their abilities and expertise (Abdullahi, et al., 2020; Al-Jedaia & Mehrez, 2020). In many circumstances, employees are motivated by the prospect of being rewarded for their efforts, so they just put out the effort necessary to meet the bare minimum of goals or quotas. The researcher's advice to employees is to be more inventive in the workplace, given that the management allows for employee creativity.

Developing training programs for supervisors and managers may also help the firm build stronger leaders, which will, in turn, improve employee productivity and quality of work. Employees can also be involved in decision-making and given teamwork-based training by the company (I. U. Khan, et al., 2023). The researcher found that supervisors and managers were exhibiting the two types of leadership, which may have contributed to a decrease in product quality (Meirinhos, et al., 2023;

Nanjundeswaraswamy, 2023). As a result of the study, the researcher recommends an organized pattern of leadership styles suitable for various departments, which will help their staff achieve their full potential.

This discusses specifically how transformational and transactional leadership acted upon organizational employee performance in the center of public sector organizations, main mediating variables: identified training and motivation (Astuti, et al., 2020; Khuwaja, et al., 2020). This research finds that the style of leadership, involving employees to change their behavior, to work towards the vision and ideals of the organization, and the managerial leadership style that entails organizing tasks and rewarding them to do the job are key to improving employee productivity. Nonetheless, the utility of these leadership styles can be hugely over-emphasized when complemented with appropriate training models and motivation instruments (Nguyen, et al., 2023; Schwarz, et al., 2020). This means that although leadership behaviors are important, the effects that arise from them are realized when the organization has developed the human capital and kept motivation high.

The study also examines the moderating effect of organizational citizenship behavior (OCB) on the leadership-performance nexus. OCB, organization citizenship behavior, is defined as those behaviors performed by the employees over and above the call of duty, which may not be formally rewarded and recognized but which enhance organizational performance (Jaboob, et al., 2023; Kalogiannidis, 2021; López-Cabarcos, et al., 2022; Nguyen, et al., 2023), was discovered to have a moderate relationship between it and leadership styles in determining performance results. As such, this study has established the role of promoting employee participation in OCB since it enhances the benefits of leadership on performance (Hajiali, et al., 2022; Kalogiannidis, 2021). Hence, integrating OCB into the analysis gives a fresh perspective into how engagement in extra-role behaviors might help make leadership practices more effective and lead to improved organizational outcomes.

The findings of the study show that self-determination theory (SDT), transactional leadership theory, and the transformational leadership theory can be applied collectively to, and should be explored further to improve, an employee's performance. By using the elements of the two theoretical perspectives in the study, this paper was able to present a composite view of leadership types and key motivational factors impacting on organizational performance in the public sector (López-Cabarcos, et al., 2022; Nguyen, et al., 2023). SDT focuses on how psychological needs of the employee need to be met for the employee to be motivated optimally, these needs being: autonomy, competence and relatedness. On the one hand, the approach of transactional leadership takes the focus to structured rewards and clear expectations for better performance management.

However, the concept of transformational leadership takes the understanding of transactional leadership further by fostering employees' performance and their willingness to perform extra-role tasks. The research establishes that the integration of transactional leadership theory as a framework for performance indicating and reward, and the transformational leadership theory for motivation addressing the three psychological needs of SDT lays a strong synthesis for boosting staff performance. While this paper has provided a broad & rich theoretical foundation for theorizing and studying leadership in relation to motivation and performance in the public sector (Jaboob, et al., 2023; Kalogiannidis, 2021; López-Cabarcos, et al., 2022; Nguyen, et al., 2023), it may also be viewed as offering practical prescriptions for building leadership approaches that attend to both extrinsic and intrinsic motivational dynamics to enhance performance across a range of organizational contexts.

While the research has some potential and important insights, the analysis will be carried out in the context of Pakistani public sector organizations in which leading decisions from top management and medium-sized management often only go through cascading down the line. As such, strategic questions tackle the structure and criteria of both styles. Particularly, no written guidance on leadership styles is available. The study is based on the managerial level of public sector organizations to examine the preference for managers and how the role of training, motivation, and behavior plays an important role. However, the present study emphasizes only two forms of leadership, transformational and transactional, but other leaderships may be taken into account in the future, such as dynamic transactional leadership. However, a more pertinent results-based analysis categorizing other similar public sector organizations in Pakistan can be taken in the future.

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