

Transformational Leadership and Employee Behavior: A Mini Review

Tahira Khalis¹

Faculty of Business and Management, University of Sultan Zianal Abidin Malaysia

Dr. Bahyah Binti Abdul Halim²

Faculty of Business and Management, University of Sultan Zianal Abidin Malaysia

Dr. Asif Sanaullah³

Department of Business Management, Karakoram International University Gilgit-Baltistan

Muhammad Hammad⁴

Faculty of Business, Economics and Social Development, University Malaysia Terengganu

To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v14-i1/25031> DOI:10.6007/IJAREMS/v14-i1/25031

Published Online: 31 March 2025

Abstract

Transformational leadership has gained significant attention in organizational research due to its impact on employee behavior. It is a widely studied leadership style that has been linked to various positive employee behaviors in organizational settings. This mini-review explores the impact of transformational leadership on employee behavior, focusing on key dimensions such as employee motivation and psychological empowerment, organizational commitment, employee job performance, innovative and proactive behavior of employees, employee creativity, work engagement, employee turnover intention and knowledge sharing. This study includes the literature on transformational leadership and employee behavior from 2015 to 2025. By synthesizing recent research, this study highlights the critical role of transformational leadership in shaping employee behaviors that contribute to organizational success. The findings suggest that organizations should invest in leadership development programs to cultivate transformational leadership skills, thereby fostering a motivated and high-performing workforce.

Keywords: Transformational Leadership (TL), Motivation, Psychological Empowerment, Organizational commitment, Innovative & Proactive behavior, Employee creativity, Work Engagement, Turnover Intention (TOI), Knowledge Sharing

Introduction

Leadership is the most often considered topic in the organizational sciences (Gemedda & Lee, 2020). Leadership and innovation are critical drivers of organizational success and sustainability in today's business environment (Tharushika et al., 2025). Transformational

leadership refers to the type of leadership required for successful transformation (Opatha, 2015). So transformational leadership is a dynamic approach that motivates individuals to work together in achieving organizational goals, and it emerges whenever someone exhibits the ability to guide others' behaviors towards a common objective, allowing leaders to positively inspire their subordinates (Wuryaningrat, Hidayat, and Kumajas, 2024).

Transformational leaders are highly effective in driving significant organizational change (Park & Pierce, 2020). As described by Siangchokyoo et al. (2020), transformational leadership is a leadership approach that integrates societal structures with individual development. This leadership style fosters a reciprocal relationship between leaders and followers, enabling both to attain greater levels of confidence and motivation (Singh et al., 2020). Effective transformational leaders must possess strong interpersonal skills and demonstrate leadership competencies that facilitate meaningful engagement with their followers (Ntseke, Monga, & Hoole, 2022). Prioritizing employee well-being, transformational leaders act as role models who inspire, motivate, and empower individuals to achieve their full potential (Nurtjahjani et al., 2021).

Díaz-Sáenz (2011) in his book *Transformational Leadership*, explains that while James Downton initially introduced the term "transformational leadership" in a 1973 dissertation on rebel leadership, it was James MacGregor Burns who popularized the concept through his seminal work on political leadership. In his 1978 book *Leadership*, Burns outlined the fundamental elements of transformational leadership, which were subsequently expanded upon by various scholars. This leadership style is characterized by four key dimensions: 1. **Idealized Influence (Charisma)**: Transformational leaders serve as role models, earning admiration and respect from their followers by demonstrating high ethical standards and integrity. 2. **Inspirational Motivation**: These leaders inspire and energize their teams by articulating a compelling vision for the future, fostering enthusiasm and commitment among team members. 3. **Intellectual Stimulation**: Transformational leaders encourage creativity and innovation, challenging existing norms and supporting novel ideas, thereby cultivating a culture of continuous learning and development. 4. **Individualized Consideration**: They provide personalized support, coaching, and mentorship, ensuring that each team member receives the necessary guidance to realize their full potential.

Avolio et al. (2009) further refined the concept of transformational leadership by presenting its four primary dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. **Idealized Influence (Charisma)**: This dimension pertains to leaders who serve as role models, exuding confidence and a strong sense of moral responsibility. Such leaders make decisive choices based on deeply held values and beliefs, earning the trust and admiration of their followers (Khalili, 2016). **Inspirational Motivation**: Brandt et al. (2016) describe this dimension as the ability of leaders to articulate a compelling vision of the future with enthusiasm and confidence, thereby inspiring similar emotions and commitment among their followers. **Intellectual Stimulation**: According to Yao et al. (2014) transformational leaders foster innovation and creativity by encouraging followers to critically examine assumptions and explore diverse approaches to problem-solving. **Individualized Consideration**: This dimension reflects a leader's ability to recognize and respond to the unique developmental needs of their followers. Leaders who exhibit individualized consideration provide tailored support and guidance while acknowledging

individual differences to enhance their followers' personal and professional growth (You-De et al., 2013; Yao et al., 2014).

The effectiveness of transformational leadership is contingent upon a leader's capacity to inspire followers to enhance their efficiency and uphold ethical standards (Burns, 1978). According to Podsakoff and MacKenzie (1997), transformational leadership is a dynamic process that enables leaders to significantly energize individuals, groups, teams, and organizations. Transformational leaders exhibit visionary thinking, strong moral values, and charismatic qualities while demonstrating resilience in making crucial decisions that drive organizational success (Deichmann & Stam, 2015). Engelbrecht and Samuel (2019) describe transformational leadership as a leadership style in which leaders inspire followers to internalize the organization's vision as their own, directing their efforts toward shared objectives. Similarly, Díaz-Sáenz (2011) highlights that transformational leadership is characterized by a deep emotional connection between leaders and their followers, fostering unity in pursuit of a higher moral purpose. This leadership approach encourages performance beyond expectations, enhancing both group and organizational outcomes. As a result, transformational leadership is essential for building and sustaining healthy organizations (Ohunakin et al., 2019).

This leadership approach emphasizes the personal and professional growth of followers by addressing their individual needs and nurturing their inherent leadership potential (Islam et al., 2021). Research has shown that leaders exhibiting transformational leadership traits exert a significant influence on their subordinates' attitudes and behaviors (Deery & Jago, 2015; Gui et al., 2020; Sobaih et al., 2022).

Transformational leadership is characterized as a leadership style that fosters positive employee experiences through dynamic leader-follower interactions across diverse work environments (Jin et al., 2016). These leaders play a crucial role in developing their followers into future leaders by providing mentorship, coaching, and a balance of challenge and support, while simultaneously inspiring commitment to a shared vision (Lai et al., 2020). The transformational leadership model is particularly impactful within organizations as it drives significant changes in workplace relationships and individuals' lives (Peng et al., 2021). By addressing employees' personal growth needs, transformational leaders reshape their perspectives, encourage innovative thinking, and inspire greater dedication to organizational objectives (Meriel et al., 2021).

Transformational leaders achieve success by aligning employees' self-concepts with the organization's goals, which fosters self-expressive attitudes and behaviors (Chai et al., 2017; Van Zyl & Hofmeyr 2021). This leadership philosophy has garnered substantial attention from both academics and practitioners (Le & Lei, 2019). Due to its growing global appeal, transformational leadership is now recognized as one of the most influential leadership approaches (Elsaid & Mostafa, 2016; Yi, Uddin, Das, Mahmood, & Sohel, 2019).

Given the critical role of leadership in corporate governance, extensive research has been conducted in this domain. As described by Eliyana & Ma'arif (2019) transformational leadership is among the most extensively studied leadership styles due to its proven ability to enhance productivity at all organizational levels. And over the last two decades, interest in transformational leadership has gushed within leadership research (Breevaart & Zacher,

2019; Kim & Shin, 2019). Studies indicate that this leadership style is among the most effective in fostering positive employee behaviors (Atan & Mahmood, 2019; Buil, Martínez, & Matute, 2019; Chipunza & Matsumunyane, 2018; Elsaid & Mostafa, 2016; Khattak, Zolin, & Muhammad, 2020; Le & Lei, 2018, 2019; Mabasa, 2018). As fragmented knowledge can be challenging to consolidate and comprehend within a coherent framework. Review studies provide readers and researchers with the opportunity to systematically explore a topic, presenting its development in a structured and sequential manner. An effective and well-conducted review as a research approach provides a firm foundation for knowledge growth and facilitates the formation of theories. According to Popay et al., (2006) assessing the literature allows researchers to filter out research that contributes little (clearing the brickyard), moderate variable findings of similar research (sorting out the bricks), and build edifices of previously undiscovered public knowledge," as cited in Pahlevan-Sharif et al., (2019). Furthermore, the review studies help to strengthen the academic profession by using digital technologies, using systematic review criteria, including bibliometric, advanced synthesis procedures, and transdisciplinary approaches (Kraus et al., 2023). Review studies often have one basic goal: to assess past research in the given field. Although review studies have made significant contributions to knowledge generation, their scope and depth vary (Law et al., 2012). A field must be aware of its historical patterns in order to advance and get insights about probable future developments and implications that contribute to the body of knowledge. A literature review has traditionally been regarded of as a tool for researchers to map the contemporary intellectual environment (Weed, 2006, quoted in Pahlevan-Sharif et al, 2019). So purpose of this study is to review recent literature on employee behaviors in the context of transformational leadership, providing a comprehensive summary and identifying future research directions for scholars in this field.

The significance of this study lies in its contribution to understanding how transformational leadership influences employee behavior, ultimately shaping organizational success. In today's dynamic work environment, leadership plays a crucial role in fostering motivation, engagement, and innovation among employees. By synthesizing existing research, this mini-review highlights the mechanisms through which transformational leadership enhances employee performance, job satisfaction, and organizational commitment.

From a practical perspective, this study provides valuable insights for organizational leaders, managers, and HR professionals seeking to develop effective leadership strategies. Understanding the impact of transformational leadership can help organizations implement training programs that cultivate leadership skills, improve workplace culture, and boost overall productivity.

Additionally, this study contributes to academic literature by offering a concise review of empirical findings related to transformational leadership and employee behavior. It serves as a foundation for future research exploring the long-term effects of transformational leadership across different industries and cultural contexts. By emphasizing the importance of transformational leadership in promoting positive employee behaviors, this study underscores the need for organizations to prioritize leadership development as a means of achieving sustainable growth and competitive advantage.

The framework of this study is systematically structured to enhance readers' comprehension of its findings. It begins with a foundational overview of transformational leadership in the introductory section, followed by a concise discussion of the methodology employed to identify, select, and evaluate relevant literature. Subsequently, the study provides a comprehensive analysis of various employee behaviors associated with transformational leadership, integrating insights from a broad spectrum of previous research to offer a nuanced perspective on these relationships. Finally, the study concludes with recommendations and directions for future research.

Method

To examine how researchers have explored the relationship between transformational leadership and individual behavior, a comprehensive review of studies conducted between 2015 and 2025 was undertaken. A system literature search was conducted to identify relevant research on transformational leadership, encompassing all articles published up to February 2025 and indexed in databases such as Google Scholar, Scopus, Web of Science, CORE, Dimensions, and The Lens. A structured review methodology was developed, specifying the search strategy and selection criteria for the articles.

To ensure a rigorous approach, an extensive search for research articles was performed in highly reputable electronic databases, including Web of Science, Scopus, and Google Scholar, using the key terms "**transformational leadership**" and "**employee behavior**." After retrieving relevant studies, the titles and abstracts were reviewed to exclude publications that were clearly unrelated to transformational leadership. Subsequently, a full-text eligibility assessment was conducted to determine the inclusion and exclusion of articles.

Following the review process, studies that were unavailable in full text, written in languages other than English, or focused solely on other variables influencing transformational leadership were excluded. The selected articles specifically examined the relationship between transformational leadership and individual behavior, offering insights into the topic. This analysis primarily focuses on recent publications while also considering the broader body of literature to provide a comprehensive understanding of the subject.

Results or Findings

The analysis of prior research on transformational leadership has revealed a range of individual behavioral outcomes that have been widely explored in the existing literature. A brief overview of these key aspects is presented below.

Transformational Leadership Enhances Motivation and Psychological Empowerment of Employees

Effective leadership is critical to the survival and growth of organizations (Louw et al., 2018). Leadership, like transformational leadership, motivates employees to achieve the target for an organization (Anwar et al., 2023). Transformational leaders inspire and motivate followers to work beyond their self-interest and identify themselves with the objectives and vision of the organization (Saira et al., 2021). Involving employees in decision-making processes help them feel psychologically empowered (Kim and Fernandez, 2017). As a result, employees perform extra-role activities and demonstrate loyalty to the organization (Singh and Singh, 2019). Motivated and Psychologically empowered employees have the privilege of

working well without their supervisor's approval, which increases employee satisfaction (Alqatawenh, 2018). Transformational leaders enhance employees' motivation & psychological empowerment by fostering participative decision-making that would incline employees toward organizational processes and reduce their intention to leave the organization (Abouraia and Othman, 2017). Transformational leadership has been found to be an important predictor of psychological empowerment (e.g. Dustetal., 2014; KimandShin 2019; Krishnan 2012; Pradhanetal., 2017). Ozaralli (2002) also stated a positive relationship between transformational leadership and empowerment. Followers of transformational leaders are believed to be psychologically empowered as their leaders tend to transform them to utilize their full potential (Joo and Lim, 2013; Pradhan et al., 2017) and make them believe that they can positively influence the organization (Laschinger et al., 2001). Findings of Hashmi et al., (2021)'s study showed the positive significant effect of transformational leadership towards employees' empowerment in the banking sector of Pakistan. The dimensions of transformational leadership should be continuously improved alongside strategically motivating employees to increase their satisfaction level to enhance organizational performance (Hilton et al., 2023). Transformational leadership describes how manager leaders can encourage, develop and implement significant changes in the company, in a way to empower followers directing them to changes, likewise they achieve greater quality and efficiency of all business processes in their company Strukan, Nikolić, & Sefić, (2017).

Transformational Leadership and Employee Organizational Commitment

According to Mujinga (2020), commitment is commonly seen as a person's engagement and identification with an organization's aims and ideals. According to Bogler & Berkovich (2022, p. 441), organizational commitment is "a strong psychological attachment or bond towards a specific organization, which can be driven by internal motives like identification or by external normative pressures." Over the past few decades, academics and practitioners have become interested in the concept of employee commitment (Khuwaja et al., 2020). According to Nguyen & Tu (2020) organizational commitment is a spiritual connection between workers and organizations or businesses that are able to mitigate workplace dangers brought on by workers, in the sense that commitment improves employee performance. In contrast to previous theories, they maintained the notion that loyalty ties people to their employers. In the customer service sector, employee loyalty is a critical proximal predictor for organizationally important outcomes such extra-role behaviors, absenteeism, and organizational performance (Horn, 2019). Organizational commitment is the level of adoration a worker demonstrates for the business where they work (Shuv-Ami et al., 2015; Serhan et al., 2022).

The importance of leaders in encouraging and fostering workers' organizational commitment has always been highlighted by leadership scholars (Berkovich & Bogler, 2021; Yahaya & Ebrahim, 2016). Organizational commitment and transformative leadership have a highly favorable relationship (Donkor; Appienti; & Achiaah, 2021). Transformative leadership is believed to lessen turnover intentions among employees according to study of, Manoppo, (2020) it is strongly correlated with lower turnover rates, employee loyalty, job satisfaction, and great organizational performance). According to Mas-Rodrguez et al. (2019), emotional commitment of employees is favorably correlated with transformative leadership.

A study conducted by Gom et al., (2021) revealed that managers/supervisors engaging in transformational leadership behaviors are more likely to develop good supervisor–employee exchange relationships, thus influencing employee–employer relationships further and decreasing turnover intention among the employees of hotel industry in Malaysia. Moreover, in research conducted in South Korea, Koo and Lee (2021) found that transformational leadership is important for achieving employee engagement to the firm. According to Berkovich & Hassan's 2023 study on an educational setting, even leadership in the digital transformation has a major beneficial impact on organizational commitment.

Affective organizational commitment and transformative leadership have a significant and favorable association, according to several research (Berkovich & Eyal, 2017; Bogler & Berkovich, 2022; Berkovich & Bogler, 2021; Dou, Devos, & Valcke, 2017; Sayadi, 2016). Developing their workers' affective connection and attachment to the organization, transformational leaders help followers with their socioemotional needs and increase the emotional attractiveness of organizational activities and the future (Berkovich & Eyal, 2017; Berkovich & Bogler, 2021). Just as by Khuzwayo et al. (2023), transformational leadership significantly increased organizational fairness and employee commitment. Additionally, Metaferia, Baraki, and Mebratu (2023) recently shown that transformative leadership significantly increases employee loyalty to the firm. Alghusin, & Al-Ajlouni, (2020) indicated a positive relationship between transformational leadership and organizational commitment of non-executive employees operating in banking industry of Jordan.

Haoyan et al. (2023) conducted a study titled "Quantitative systematic review of the transformational leadership style as a driver of nurses' organizational commitment" to investigate the relationship between nurses' perceptions of their nurse manager's transformational leadership style and nurses' organizational commitment. They discovered six studies that supported this claim. Only one study found a negative correlation between the organizational commitment of acute care nurses and transformational leadership style. The study data suggests that the nurse managers' poor transformational leadership style in the acute care unit or the cultural impact, which may have influenced the results, making the unfavorable conclusion less reliable.

Transformational Leadership Influences on Employee Job Performance

Employees ability to carry out their duties can be seen through their performance, so employee performance is significant for the company's success (Salim et al., 2024). The empowerment of the employee is the main objective of transformational leaders, they motivate the employees to work towards the personal and the organizational goals on an ongoing basis and the tasks set is challenging and performance is focused as well (Asrar-ul-Haq, & Kuchinke, 2016). A study by Agarwal (2020) has described the role of the democratic leadership and the transformational leadership which has proven to have the significant relationship with the performance of employees of the banking institutions. Park et al., (2022) described a strong positive relationship between transformational leadership and employee job performance in their study "Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement". Transformational leadership has a significant positive relationship with organization citizenship behaviour of employees which ultimately leads to the increment of employee job performance Mekpor & Dartey-Baah (2017). Transformational leadership has

gained the importance due to evidence of its significant effects on the performance of followers and their effectiveness (Asrar-ul-Haq and Kuchinke, 2016; Ng, 2017) and has been considered as an integral part of an organization's success (Doucet et al., 2015). Bartram and Casimir (2007) found a significant positive relationship between transformational leadership and followers' performance. The findings of Anwar et al., (2023) show that transformational leadership has a positive effect on employees' performance and employee commitment. Samad & Ahmed (2021) conducted a study to evaluate the contribution of transformational leadership and strategic planning on employee job performance and revealed that TL and SP dimensions are profoundly needed to enable Yemeni banks to propel to improved employee/bank performance. As outlined by Anjum et al., (2017), the transformational leadership style of headship is an effective mechanism for employee motivation in organizations. Findings of Hashmi et al., (2021)'s study showed the positive significant effect of transformational leadership on employees' performance in the banking sector of Pakistan. The which excellent leadership like transformational leadership plays a vital role in managing employees to reach higher performance (Wang et al., 2021). Ozcan, & Ozturk, (2020) indicated that the effect of hierarchy culture and transformational leadership on individual performance is statistically significant. Transformational leadership values such as inspiration, motivation, potential development, and empowerment impact employee performance in order to enhance company's productivity and efficiency in achieving organizational goals and targets (Sidik et al., 2024). Wuryaningrat, Hidayat, & Kumajas, (2024) conducted a study on "The Impact of transformational and transactional leadership on employee performance" within the banking industry in North Sulawesi, Indonesia and the results provide empirical evidence that transformational leadership has a positive influence on employee performance, particularly in the realms of individual consideration and individual inspiration. Top et al., (2020) while studying the relationship between transformational leadership and employee performance in Kurdistan region of Iraq and results of the study revealed that transformational leaders positively related with employee performance. Further, inspirational motivation and individual consideration have significant impact on employee performance.

Transformational Leadership Encourages Employee Innovative and Proactive Behavior

Innovation is a critical determinant of organizational survival, competitiveness, and growth. It significantly influences customer satisfaction, employee productivity, service quality, market value, and customer retention. Additionally, innovation generates economic value for organizations by enhancing profitability and overall performance (Martínez-Pérez et al., 2016).

Innovation can be defined as the creation and application of new knowledge and ideas to drive business improvements. It strengthens business processes, optimizes internal structures, and facilitates the development of competitive products and services (Masa'deh et al., 2017). As a cornerstone of sustained success and economic growth, innovation enables organizations to remain adaptive in dynamic market environments (Jia et al., 2018). Within organizational settings, innovation encompasses the introduction of new technologies, strategies, or management practices, whether entirely novel or significant improvements to existing processes (Varadarajan, 2018).

Two primary types of innovation exist: **incremental innovation**, which introduces enhancements, new features, or refinements to existing technologies (Alonso & Bressan, 2016), and **radical innovation**, which involves the creation of entirely new products or services based on fundamentally distinct technologies, offering substantial benefits over previous offerings (Varadarajan, 2018).

Transformational leadership plays a crucial role in fostering an innovative and proactive work culture. By aligning with management, transformational leaders create an environment where employees are encouraged to embrace change and contribute new ideas. Through their ability to inspire, motivate, and empower employees, transformational leaders facilitate the adoption of innovative practices, ultimately driving long-term organizational success (Parveen & Adeinat, 2019).

In today's competitive and dynamic work environment, an organization's ability to drive innovation is closely linked to its leadership (Amankwaa et al., 2019). Transformational leaders play a pivotal role in fostering innovation by enhancing employee confidence and independence. Through **inspirational motivation**, they set clear expectations for innovation, which boosts employees' confidence in undertaking creative tasks (Tan, Van Dum, & Wilderom, 2023). Additionally, **individualized consideration** allows leaders to demonstrate empathy, appreciation, and support for employees as they proactively tackle challenges, further encouraging innovation (Azim, Fan, Uddin, Abdul Kader Jilani, & Begum, 2019).

Transformational leadership encourages employees to approach task-related challenges with innovative problem-solving methods (Megheirkouni, 2017). Such leaders inspire their employees to question traditional organizational beliefs and values, fostering a culture of continuous improvement and change. While both **transactional and transformational leadership styles** influence creativity and innovation, transformational leadership has been widely recognized as a critical factor in driving organizational innovation (Vargas, 2015; Al Ahmad et al., 2019). By developing employees' creative skills, transformational leaders empower them to generate effective solutions to complex problems, making innovation a core aspect of the organization's success (Alrowwad et al., 2020).

Empirical studies reinforce the significance of transformational leadership in fostering innovative work behavior across various industries. Masood and Afsar (2017) found that transformational leadership significantly promotes innovation among **nurses and doctors in Pakistan's public sector hospitals**, while Choi et al. (2016) observed similar results among **South Korean workers**. Likewise, research by Reuvers et al. (2008) among **hospital employees in Australia** and Molodchik et al. (2016) among **manufacturing employees in Russia** further supports the positive relationship between transformational leadership and innovation.

A cross-cultural study by Gemedu and Lee (2020) in **Ethiopia and South Korea** confirmed a strong correlation between transformational leadership and employees' innovative behavior. Similarly, Al Ahmad et al. (2019) highlighted the importance of transformational leadership in fostering innovation within the **Lebanese banking sector**, using a probability stratified sampling method of 310 employees from 27 banks.

In the **Indian banking sector**, Garg, Attree, and Kumar (2023) examined the association between transformational leadership and innovative work behavior (IWB), demonstrating that transformational leaders enhance employee innovation through psychological empowerment. Wang et al. (2021) further emphasized the need for transformational leadership in banking, advocating for leadership strategies that inspire employees to sustain innovation, ultimately benefiting organizational operations and the broader economic landscape.

Transformational leadership is also instrumental in facilitating employee adaptability to change while fostering an innovative mindset (Tayal et al., 2018). Amankwaa et al. (2019) suggest that transformational leadership—by offering employees job autonomy, fostering attachment to the organization, and creating a perception of strong leadership support—can effectively enhance employee innovation and proactive behavior.

Transformation leadership and Employee Creativity

Creativity, defined as the generation of novel and valuable ideas, is a crucial factor in ensuring organizational success and sustainability in today's rapidly evolving business environment. Research indicates that transformational leadership (TL) has a strong positive effect on employee creativity (Tharushika et al., 2025). Dayanti and Yulianti (2023) emphasize that creativity and innovation are essential for maintaining a competitive market position, enabling organizations to utilize resources more efficiently than their competitors. Given that organizations heavily rely on the creative capabilities of their employees (Arulrajah, 2017), fostering an environment that encourages creativity is vital.

Employee creativity is a fundamental component of intellectual capital, contributing to the development of new and valuable ideas (Kumara, Neruja, & Arulrajah, 2023). It is regarded as a critical attribute for employees, as creative thinking in the workplace helps organizations achieve their goals in innovative ways (Anggiani, 2019). Additionally, creativity is closely linked to innovation, as it directly contributes to the development of new products and services, ultimately enhancing an organization's ability to compete on a global scale (Asbari, Purba, Hariandja, & Sudibjo, 2021; Palupi, 2020).

Transformational leadership plays a pivotal role in fostering a work environment conducive to creativity and innovation (Celestin & Sujatha, 2024). Numerous studies have explored the direct relationship between TL and employee creativity, highlighting its positive impact on fostering creative thinking and problem-solving (Iqbal, Ahmad, & Nazir, 2023; Mahmoud, Mustamil, & Seng, 2024). The role of leadership in promoting organizational creativity—the ability to generate novel and useful ideas—has been widely examined in literature (Hughes et al., 2018; Lee et al., 2020). Furthermore, research suggests that different leadership styles, including transformational and directive-achieving leadership, influence distinct cognitive processes that enhance employee creativity (Chen et al., 2025). A study by Suifan et al. (2018) on employees in the Jordanian banking sector further confirmed the positive impact of transformational leadership on employee creativity, reinforcing its significance in fostering a culture of innovation.

Transformational Leadership and Employee Work Engagement

Transformational leadership has been widely studied and is recognized as one of the most effective leadership styles for fostering employee engagement and driving organizational

success (Iqbal et al., 2015; Łukowski, 2017). Research suggests that transformational leadership enhances organizational performance by increasing employee engagement, fostering innovation, and leveraging collective expertise to address complex challenges (Widodo et al., 2022).

Transformational leaders cultivate employee commitment and engagement through strategies such as fostering open communication, promoting personal development, and aligning individual goals with organizational objectives (Le & Lei, 2018). A longitudinal study by Qiao et al. (2025) demonstrated that transformational leadership positively influenced leader self-efficacy in emotional regulation, which, in turn, strengthened employees' efficacy beliefs and work engagement over time. Similarly, Gameda and Lee (2020) found a significant relationship between transformational leadership and employee work engagement.

Further, Islam et al. (2021) examined the impact of transformational leadership on employee engagement during organizational change in Bangladesh's banking sector and identified a strong positive association between the two variables. Given its crucial role in enhancing employee motivation and commitment, transformational leadership continues to be a focal point in research on employee engagement (Besieux et al., 2018).

Transformational Leadership and Employee Turnover Intention

In the contemporary era of intense competition and occasional instability within the global market, employee turnover is often driven by talent poaching and ineffective managerial leadership practices (Gyensare, Kumedzro, Sanda, & Boso, 2017). Compared to other leadership styles, transformational leaders effectively leverage psychological empowerment to fulfill employees' higher-order needs, thereby reducing their intentions to leave the organization (Zhang & Wang, 2017; Grošelj et al., 2020). This relationship is particularly significant as employees' perceptions of transformational leadership behaviors play a crucial role in shaping their turnover intentions (Ntseke, Monga, & Hoole, 2022).

A study by Basyir et al. (2020) on state civil apparatus workers at the Southeast Sulawesi Regional Secretariat found that transformational leadership negatively influences employees' withdrawal behavior while positively impacting their job involvement. Employees who perceive their transformational leaders as setting high expectations, serving as role models, encouraging innovative thinking, and demonstrating genuine concern for their individual needs are more likely to remain engaged in their roles. Furthermore, employees tend to view transformational leaders as ethical and trustworthy, which reduces their intention to leave the organization (Hakim & Ibrahim, 2017; Lum, 2018). This relationship is further reinforced by the emotional bonds employees develop with transformational leaders, making them less likely to seek alternative employment opportunities (Ali & Ahmad, 2021). In a study conducted among 423 employees and 74 supervisors from private and public sector organizations in Canada, Mathieu and Babiak (2015) found a negative relationship between transformational leadership and employee turnover intentions. Similarly, Nei, Snyder, and Litwiller (2015) highlighted the critical role of leadership in mitigating employees' intentions to leave the workplace, emphasizing the importance of effective leadership styles in fostering employee retention.

Donkor, Appienti, and Achiaah (2021) examined employee turnover in state-owned enterprises in Ghana and found a significant inverse relationship between transformational leadership and turnover intentions. Similarly, Park and Piece (2020) reported that transformational leadership negatively influences employees' intentions to leave their jobs. In the hospitality industry, Sobaih et al. (2022) identified a strong association between transformational leadership and employee retention, a finding further supported by Samad et al. (2022). Additionally, Diko and Saxena (2023) observed a negative correlation between transformational leadership and turnover intentions in Ethiopia's higher education sector. Furthermore, transformational leadership has been shown to mitigate workplace deviant behaviors, such as bullying and disrespect, thereby reducing employee turnover intentions (Qi et al., 2022).

Extensive research on turnover intentions within the healthcare sector has primarily focused on nurses, given the prevalence of turnover-related studies in this field. For instance, Yücel (2021) found that Turkish healthcare workers who experienced transformational leadership exhibited lower intentions to leave their jobs. Similarly, several studies (Cheng et al., 2016; Alkarabsheh et al., 2022) have reported a negative correlation between transformational leadership and employee turnover intentions. Furthermore, Freire and Azevedo (2023) identified a significant negative association between transformational leadership and nurses' intentions to leave in both public and private hospitals in Portugal.

Transformational Leadership and Knowledge Sharing

In today's dynamic and highly competitive business environment, knowledge is increasingly recognized as a vital organizational asset that enhances an organization's ability to navigate challenges and seize opportunities. Knowledge sharing, defined as the exchange of information, expertise, and insights among employees, is a crucial element of effective knowledge management, facilitating innovation, enhancing team performance, and reducing operational costs (Lauring & Selmer, 2012; Ritala et al., 2015). By contributing to an organization's collective knowledge base, knowledge sharing supports faster decision-making, improves problem-solving capabilities, and drives continuous process improvement, thereby strengthening organizational competitiveness (Liu et al., 2020; Lei et al., 2021). Despite its significance, many organizations face challenges in managing knowledge resources effectively, often due to employee reluctance to share information, which hinders the full realization of potential innovation and collaboration (Muhammed & Zaim, 2020).

Transformational leadership has emerged as a critical driver of knowledge-sharing behaviors within organizations. By inspiring employees to transcend their individual interests in pursuit of shared organizational goals, transformational leaders foster motivation, trust, and a collective vision (Iqbal et al., 2015; Łukowski, 2017). This leadership style significantly influences employee attitudes and intentions toward knowledge sharing, thereby cultivating a collaborative and innovative workplace culture (Ng, 2020). Moreover, transformational leaders help overcome key organizational barriers—such as lack of trust, insufficient leadership support, and resistance to collaboration—by fostering mutual trust and highlighting the collective benefits of knowledge exchange (Vandavasi et al., 2020; Widodo et al., 2022).

By aligning team objectives with broader organizational goals, transformational leadership ensures that employees are both motivated and empowered to contribute their knowledge and creativity to organizational success (Son et al., 2020). Research suggests that transformational leadership plays a vital role in enhancing competitiveness by fostering a culture of continuous learning and collaboration (Widodo et al., 2022; Mustika et al., 2020). Furthermore, this leadership style aligns well with organizational cultures that emphasize participatory decision-making and innovation, making it particularly effective for organizations seeking to maximize the potential of their knowledge resources (Widodo et al., 2022). Through the development of strong relationships with their teams, transformational leaders encourage employees to actively share their expertise and ideas, embedding knowledge-sharing practices as an integral part of the organizational culture (Son et al., 2020). Research suggests a strong correlation between transformational leadership and knowledge-sharing behaviors within organizations (Oyewole, 2025). Transformational leaders inspire employees to actively participate in knowledge-sharing activities by emphasizing the collective benefits of such practices (Afsar et al., 2019). Through the promotion of open communication and the creation of a supportive work environment, these leaders enhance employees' willingness to exchange knowledge (Mustika et al., 2020).

Furthermore, transformational leadership significantly influences organizational culture, which serves as a key determinant of knowledge-sharing behaviors. Studies indicate that participatory and innovative cultures foster knowledge sharing by encouraging collaboration and idea exchange among employees (Mohiuddin, 2017). Transformational leaders play a crucial role in shaping such cultures by fostering trust, mutual respect, and collaboration (Le & Lei, 2018).

Additionally, research underscores the importance of leaders' interpersonal and communication skills in facilitating knowledge sharing. Transformational leaders, with their strong communication abilities, are particularly effective in overcoming barriers such as fear of criticism or lack of trust (Widodo et al., 2022). As key drivers of trust-building, motivation, and cultural transformation, transformational leaders create an environment where knowledge sharing thrives, ultimately enhancing organizational learning and performance (Iqbal et al., 2015; Le & Lei, 2018).

Conclusion and Future Directions

Transformational leadership plays a pivotal role in shaping positive employee behaviors, including job performance, organizational citizenship behavior, innovative behavior, job satisfaction, work engagement, and overall well-being. By inspiring and motivating employees through vision, intellectual stimulation, and individualized support, transformational leaders foster a culture of trust, commitment, and high performance. Organizations that prioritize transformational leadership can create an environment where employees feel valued, engaged, and driven to contribute beyond their formal job responsibilities.

Future research should delve into the long-term effects of transformational leadership on employee behavior across diverse cultural and industrial contexts. Additionally, exploring the influence of digital transformation and remote work on the efficacy of transformational leadership can offer valuable insights into its evolving role in contemporary organizations. Existing literature predominantly focuses on the direct relationship between transformational

leadership and various employee behaviors; therefore, future studies should incorporate mediating and moderating variables to provide a more comprehensive understanding of these dynamics. Furthermore, investigating the interaction between transformational leadership and other leadership styles, as well as its implications for employee mental health and resilience, can significantly enhance our knowledge of its broader impact. Advancing research in these areas will enable organizations to refine leadership development strategies, optimize employee performance, and foster sustainable long-term success.

Acknowledgements: Not applicable

Competing interests: The authors declare that they have no competing interests

Funding: This study was conducted without any involvement of funding affiliations.

References

- Abouraia, M. K., and Othman, S. M. (2017), "Transformational leadership, job satisfaction, organizational commitment, and turnover intentions: the direct effects among bank representatives", *American Journal of Industrial and Business Management*, Vol. 7 No. 4, pp. 404-423.
- Afsar, B., Badir, Y. F., & Saeed, B. B. (2019). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity, and innovation climate. *European Journal of Innovation Management*, 22(1), 171-192.
- Agarwal, S. (2020). Leadership style and performance of employees. *International Research Journal of Business Studies*, 13(1), 1-14.
- Al Ahmad, S., Easa, N. F., & Mostapha, N. (2019). The effect of transformational leadership on innovation: Evidence from Lebanese Banks.
- Alghusin, N., & Al-Ajlouni, M. I. (2020). Transformational leadership as an antecedent for organisational commitment and job performance in the banking sector of Jordan. *International Journal of Productivity and Quality Management*, 30(2), 186-213.
- Ali, N., & Ahmad, S. (2021). The impact of transformational leadership style on subordinates' turnover intention in private high schools of District Swat. *Ilkogretim Online*, 20(2), 1498–1510. <https://doi.org/10.17051/ilkonline.2021.02.17>
- Alkarabsheh, O. H. M., Jaaffar, A. H., Wei Fong, P., Attallah Almaaitah, D. A., & Mohammad Alkharabsheh, Z. H. (2022). The relationship between leadership style and turnover intention of nurses in the public hospitals of Jordan. *Cogent Business & Management*, 9(1), 2064405.
- Alonso, A. and Bressan, A. (2016), "Micro and small business innovation in a traditional industry", *International Journal of Innovation Science*, Vol. 8 No. 4, pp. 311-330.
- Alqatawenh, A. S. (2018), "Transformational leadership style and its relationship with change management", *Verslas: teorija ir praktika*, Vol. 19 No. 1, pp. 17-24.
- Alrowwad, A. A., Abualoush, S. H., & Masa'deh, R. E. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196-222.
- Amankwaa, A., Gyensare, M. A., & Susomrith, P. (2019). Transformational leadership with innovative behaviour: Examining multiple mediating paths with PLS-SEM. *Leadership & Organization Development Journal*, 40(4), 402-420.
- Anggiani, S. (2019), Effect of Transformational Leadership on Employee, *International Journal of Social Sciences*, Vol. 4, No. 3, pp. 1862-1875.

- Anwar, S., Qambrani, I., Shah, N. A., & Mukarram, S. (2023). Transformational leadership and employees' performance: the mediating role of employees' commitment in private banking sectors in Pakistan. *Liberal Arts and Social Sciences International Journal (LASSIJ)*, 7(1), 120-136.
- Arulrajah, A. A. (2017), Productivity and Quality Management through Human Resource Management: A Systematic Review, *International Review of Management and Business Research*, Vol. 6, No. 2, pp. 419-437.
- Asbari, M., Purba, J., Hariandja, E., and Sudibjo, N. (2021), From Leadership to Innovation: Managing, *Jurnal Manajemen Strategi*, Vol. 4, No. 1, pp. 143-154.
- Asrar-ul-Haq, M., and Kuchinke, K. P. (2016), "Impact of leadership styles on employees' attitude towards their leader and performance: empirical evidence from Pakistani banks", *Future Business Journal*, Vol. 2 No. 1, pp. 54-64.
- Aunjum, A. H., Abbas, G., & Sajid, M. (2017). Transformational leadership and employee motivation in banking sector of Pakistan. *Advances in Economics and Business*, 5(9), 487-494.
- Avolio, B. J., Walumbwa, F. O., and Weber, T. J. (2009), "Leadership: current theories, research, and future directions", *Annual Review of Psychology*, Vol. 60 No. 1, pp. 421-449.
- Bartram, T., and Casimir, G. (2007), "The relationship between leadership and follower in-role performance and satisfaction with the leader: the mediating effects of empowerment and trust in the leader", *The Leadership and Organization Development Journal*, Vol. 28 No. 1, pp. 4-19.
- Basyir, L., Madhakomala, R., & Handaru, A. (2020). The effect of transformational leadership, organizational communication and job involvement toward withdrawal behavior. *Management Science Letters*, 10(7), 1623-1632.
- Berkovich, I., & Bogler, R. (2021). Conceptualising the mediating paths linking effective school leadership to teachers' organisational commitment. *Educational Management Administration & Leadership*, 49(3), 410–429. doi:10.1177/1741143220907321
- Berkovich, I., & Eyal, O. (2017). Emotional reframing as a mediator of the relationships between transformational school leadership and teachers' motivation and commitment. *Journal of Educational Administration*, 55(5), 450–468. doi:10.1108/JEA-07-2016-0072
- Berkovich, I., & Hassan, T. (2023). Principals' digital transformational leadership, teachers' commitment, and school effectiveness. *Education Inquiry*, 1-18.
- Berkup SB (2015). Fombrun itibar katsayi ölçeği çerçevesinde bir itibar vaka çalışması: Arçelik aş. *Journal of International Social Research*, 8(38): 859-886. <https://doi.org/10.17719/jisr.20153813693>
- Besieux, T., Baillien, E., Verbeke, A. L., & Euwema, M. C. (2018). What goes around comes around: The mediation of corporate social responsibility in the relationship between transformational leadership and employee engagement. *Economic and Industrial Democracy*, 39(2), 249-271.
- Bogler, R., & Berkovich, I. (2022). A systematic review of empirical evidence on teachers' organizational commitment 1994–2018. *Leadership and Policy in Schools*, 21(3), 440–457. doi:10.1080/15700763.2020.1774783
- Brandt, T., Laitinen, E.K. and Laitinen, T. (2016), "The effect of transformational leadership on the profitability of Finnish firms", *International Journal of Organizational Analysis*, Vol. 24 No. 1, pp. 81-106.

- Breevaart, K., and Zacher, H. (2019), "Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness", *Journal of Occupational and Organizational Psychology*, Vol. 92 No. 2, pp. 384-409
- Burns, J. M. (2012). *Leadership*. Open Road Media.
- Burns, J. M. (1978), *Leadership*, Harper and Row, New York, NY
- Celestin, M., & Sujatha, S. (2024). Exploring Leadership Styles and Innovation: How Transformational Leadership Drives Creativity and Competitiveness In Business. *International Journal of Applied and Advanced Scientific Research*, 9(2), 88-95.
- Chai, D. S., Hwang, S. J., & Joo, B. K. (2017). Transformational leadership and organisational commitment in teams: The mediating roles of shared vision and team-goal commitment. *Performance Improvement Quarterly*, 30(2), 137–158. <https://doi.org/10.1002/piq.21244>
- Chen, T., Huang, X., Li, F., Wong, Y. Y., & Gröschke, D. (2025). A dual cognitive pathway model of leadership influence on creativity. *Journal of Occupational and Organizational Psychology*, 98(1), e70006.
- Cheng, C., Bartram, T., Karimi, L. and Leggat, S. (2016), "Transformational leadership and social identity as predictors of team climate, perceived quality of care, burnout and turnover intention among nurses", *Personal Review*, Vol. 45 No. 6, pp. 1200-1216.
- Chipunza, C., & Matsumunyane, L.L. (2018). Motivation sources and leadership styles among middle managers at a South African university. *SA Journal of Human Resource Management*, 16(1), 1–13. <https://doi.org/10.4102/sajhrm.v16i0.985>
- Choi, S.B., Kim, K., Ullah, S.M.E. and Kang, S.-W. (2016), "How transformational leadership facilitates innovative behaviour of Korean workers: examining mediating and moderating processes", *Personnel Review*, Vol. 45 No. 3, pp. 459-479.
- Dayanti, P. R., & Yulianti, P. (2023). How Servant Leadership and Knowledge-Sharing Trigger Innovative Work Behavior among Millennials at Start-Up Businesses?. *Jurnal Manajemen Teori dan Terapan*, 16(1).
- Deery, Margaret, and Leo Jago. (2015) . Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management* 27: 453–72.
- Deichmann, D. and Stam, D. (2015), "Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas", *The Leadership Quarterly*, Vol. 26, pp. 204-219.
- Díaz-Sáenz, H. R. (2011). Transformational leadership. *The SAGE handbook of leadership*, 5(1), 299-310.
- Díaz-Sáenz, H. R. (2011). Transformational leadership. *The SAGE handbook of leadership*, 5(1), 299-310.
- Diko, K., T., and Sexena , S. (2023). Mediating Role of Employee Engagement with Transformational Leadership and Turnover Intention: Public Organization Review <https://doi.org/10.1007/s11115-023-00710-8>
- Donkor, F., Appienti, W. A., & Achiaah, E. (2021). The impact of transformational leadership style on employee turnover intention in state-owned enterprises in Ghana. The mediating role of organisational commitment. *Public Organization Review*, 1-17.
- Dou, D., Devos, G., & Valcke, M. (2017). The relationships between school autonomy gap, principal leadership, teachers' job satisfaction and organizational commitment.

- Doucet, O., Fredette, M., Simard, G. and Tremblay, M. (2015), "Leader profiles and their effectiveness on employees' outcomes", *Human Performance*, Vol. 28 No. 3, pp. 244-264.
- Eliyana, A., and Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *Eur. Res. Manag. Bus. Econ.* 25, 144–150. doi: 10.1016/j.iiedeen.2019.05.001
- Elsaid, A.M., & Mostafa, B.N. (2016). Transformational leadership in hierarchical context: A study of gender differences in the mobile communication sector in Egypt. *Journal of Applied Business Research*, 32(1), 355–366. <https://doi.org/10.19030/jabr.v32i1.9573>
- Engelbrecht, A. & Samuel, O.M., 2019, 'The effect of transformational leadership on intention to quit through perceived organisational support, organisational justice and trust', *South African Journal of Economic and Management Sciences* 22(1), a2338. <https://doi.org/10.4102/sajems.v22i1.2338>
- Freire, C., & Azevedo, A. (2023). "Look before you leap": comparing the turnover intention of nurses as public servants and private employees. *Journal of Organizational Effectiveness: People and Performance*.
- Garg, V., Attree, A. K., & Kumar, V. (2023). The mediating role of psychological empowerment on the transformational Leadership-Innovative work behaviour relationship: A study of Indian banking sector. *South Asian Journal of Human Resources Management*, 10(1), 130-151.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4).
- gheirkouni, M. (2017), "Leadership styles and organizational learning in UK for-profit and non-profit sports organizations", *International Journal of Organizational Analysis*, Vol. 25 No. 4, pp. 596-612.
- Gom, D.; Lew, T.Y.; Jiony, M.M.; Tanakinjal, G.H.; Sondoh, S.J. (2021). The Role of Transformational Leadership and Psychological Capital in the Hotel Industry: A Sustainable Approach to Reducing Turnover Intention. *Sustainability*, 13, 10799. <https://doi.org/10.3390/su131910799>
- Grošelj, M., Cerne, M., Penger, S., and Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: The moderating role of psychological empowerment. *Eur. J. Innov. Manag.* 24, 677–706. doi: 10.1108/EJIM-10-2019
- Gui, C., Luo, A., Zhang, P., & Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. *International Journal of Contemporary Hospitality Management*, 32(6), 2137-2154.
- Gyensare, M. A., Kumedzro, L. E., Sanda, A., & Boso, N. (2017). Linking transformational leadership to turnover intention in the public sector. *African Journal of Economic and Management Studies*, 8(3), 314– 337. <https://doi.org/10.1108/ajems-07-2016-0099>
- Hakim, A.H.L., & Ibrahim, H.M. (2017). Transformational leadership and turnover intention: Mediating role of overall job satisfaction. *Journal of Tourism, Hospitality & Culinary Arts*, 9(2), 237–248.
- Haoyan, X., Waters, D., Jinling, H., Qionglings, L., & Sien, L. (2023). Quantitative systematic review of the transformational leadership style as a driver of nurses' organisational commitment. *Nursing open*, 10(7), 4160-4171.

- Hashmi, A., Ahmad, M. A., Khan, M. A., Im Loh, C., & Arshad, I. (2021). Frontline banking sector employees' performance in Pakistan under transformational leadership through employees' empowerment. *Psychology and Education Journal*, 58(1), 6575-6589.
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1-19.
- Horn, H.E. (2019). The management of security officer's performance within a private security company in Gauteng. Doctoral dissertation. Pretoria: University of South Africa. Retrieved from <http://uir.unisa.ac.za/handle/10500/25790>
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549–569.
- Iqbal, A., Ahmad, M. S., and Nazir, T. (2023), Does servant leadership predict innovative behaviour above and beyond transformational leadership? Examining the role of affective commitment and creative self-efficacy, *Leadership & Organization Development Journal*, Vol. 44, No. 1, pp. 34-51.
- Iqbal, S., Toulson, P., & Tweed, D. (2015). Employees as performers in knowledge-intensive firms: Role of knowledge sharing. *The Learning Organization*, 22(1), 20-37.
- Islam, M. N., Furuoka, F., & Idris, A. (2021). Employee engagement and organizational change initiatives: does transformational leadership, valence, and trust make a difference?. *Global Business and Organizational Excellence*, 40(3), 50-62.
- Islam, M. N., Furuoka, F., and Idris, A. (2021). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. *Asia Pac. Manag. Rev.* 26, 95–102. doi: 10.1016/j.apmr.2020.09.002
- Jin, S., Seo, M., & Shapiro, D. L. (2016). Do happy leaders lead better? Affective and attitudinal antecedents of transformational leadership. *The Leadership Quarterly*, 27(1), 64–84. doi:10.1016/j.leaqua.2015.09.002
- Joo, B.-K. and Lim, T. (2013), "Transformational leadership and career satisfaction: the mediating role of psychological empowerment", *Journal of Leadership and Organizational Studies*, Vol. 20 No. 3, pp. 316-326.
- Khalili, A. (2016), "Linking transformational leadership, creativity, innovation, and innovation supportive climate", *Management Decision*, Vol. 54 No. 9, pp. 2277-2293.
- Khuwaja, U., Ahmed, K., Abid, G., & Adeel, A. (2020). Leadership and employee attitudes: The mediating role of perception of organisational politics. *Cogent Business & Management*, 7(1), 1–21. <https://doi.org/10.1080/23311975.2020.1720066>
- Khuzwayo, A.B., Flotman, A-P., & Mitonga-Monga, J. (2023). Transformational leadership influences on organisational justice and employee commitment in a customer service organisation. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 49(0), a1979. <https://doi.org/10.4102/sajip.v49i0.1979>
- Kim, S. and Shin, M. (2019), "Transformational leadership behaviors, the empowering process, and organizational commitment: investigating the moderating role of organizational structure in Korea", *The International Journal of Human Resource Management*, Vol. 30 No. 2, pp. 251-275
- Kim, S.Y. and Fernandez, S. (2017), "Employee empowerment and turnover intention in the US federal bureaucracy", *The American Review of Public Administration*, Vol. 47 No. 1, pp. 4-22.

- Koo, B., & Lee, E. S. (2021). The taming of Machiavellians: Differentiated transformational leadership effects on machiavellians' organizational commitment and citizenship behavior. *Journal of Business Ethics*, 1-18.
- Kumara, M.U.J.M.I.R., Neruja., and Arulrajah, A.A. (2023), Impact of Employee Learning Orientation and Employee Improvisation on Employee Creativity, Proceedings of the 7th CIPM International Research Symposium – Sri Lanka, pp. 400-411.
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., and Lin, C. C. (2020). Transformational leadership and job performance: the mediating role of work engagement. *SAGE Open* 10:215824401989908. doi: 10.1177/2158244019899085
- Laschinger, H.K.S., Finegan, J. and Shamian, J. (2001), "The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment", *Health Care Management Review*, Vol. 26 No. 3, pp. 7-23.
- Lauring, J., & Selmer, J. (2012). Knowledge sharing in diverse organizations. *Human Resource Management Journal*, 22(1), 89-105.
- Le, P. B., & Lei, H. (2018). The mediating role of trust in stimulating the relationship between transformational leadership and knowledge-sharing processes. *Journal of Knowledge Management*, 22(3), 521-537
- Le, P.B., & Lei, H. (2019). Determinants of innovation capability: The roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*, 23(3), 527–547. <https://doi.org/10.1108/JKM-09-2018-0568>
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: A metaanalytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1–35.
- Lei, H., Do, N. H., & Le, P. B. (2021). Arousing a positive climate for knowledge sharing through moral lens: The mediating roles of knowledge-centered and collaborative culture. *Journal of Knowledge Management*, 25(2), 361-383.
- Liu, H., Cheng, C. C., Chao, M. C. H., & Tseng, H. (2020). Knowledge sharing and knowledge co-creation in the workplace: A relational perspective. *Journal of Knowledge Management*, 24(9), 2323-2345.
- Louw, L., Muriithi, S. M., & Radloff, S. (2018). The relationship between transformational leadership and leadership effectiveness in Kenyan indigenous banks.
- Łukowski, W. (2017). Knowledge sharing barriers in cross-generational teams: A qualitative study. *Journal of Knowledge Management*, 21(4), 885-897.
- Lum, K. (2018). An examination of the mediating effect of job satisfaction in the predictive relationship between transformational leadership and turnover intention in the United States service industry (Order No. 10935287). Dissertation. Capella University.
- Mahmoud, M. A. S., Mustamil, N. M., and Seng, T. L. (2024), Transformational leadership, mindfulness, and employee creativity: A moderating effect of improvisation-evidence from the hospitality industry in the Kingdom of Bahrain. *Journal of Quality Assurance in Hospitality & Tourism*, Vol. 25, No. 6, pp. 1664-1691.
- Manoppo, V.P. (2020). Transformational leadership as a factor that decreases turnover intention: A mediation of work stress and organizational citizenship behavior. *The TQM Journal*, 32(6), 1395–1412. <https://doi.org/10.1108/TQM-05-2020-0097>
- Martinez-Perez, A., Garcia-Villaverde, P.M. and Elche, D. (2016), "The mediating effect of ambidextrous knowledge strategy between social capital and innovation of cultural tourism clusters firms", *International Journal of Contemporary Hospitality Management*, Vol. 28 No. 7, pp. 1484-1507.

- Masa'deh, R., Alananzeh, O., Algiatheen, N., Ryati, R., Albayyari, R. and Tarhini, A. (2017), "The impact of employee's perception of implementing green supply chain management on hotel's economic and operational performance", *Journal of Hospitality and Tourism Technology*, Vol. 8 No. 3, pp. 395-416
- Masood, M. and Afsar, B. (2017), "Transformational leadership and IWB among nursing staff", *Nursing Inquiry*, Vol. 24 No. 4, pp. 1-14.
- Mathieu, C. and Babiak, P. (2015), "Tell me who you are, I'll tell you how you lead: beyond the fullrange leadership model, the role of corporate psychopathy on employee attitudes", *Personality and Individual Differences*, Vol. 87, pp. 8-12.
- Mekpor, B., & Dartey-Baah, K. (2017). Leadership styles and employees' voluntary work behaviors in the Ghanaian banking sector. *Leadership & Organization Development Journal*, 38(1), 74-88.
- Meriel, Z. V., Suyono, J., Sabatini, E. P., Wijaya, I., & Elisabeth, D. R. (2021). Transformtional leadership and turnover intention: the mediating role of job satisfaction. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3326–3335
- Metaferia, T., Baraki, Z., & Mebratu, B. (2023). Link between transformational leadership and teachers organizational commitment in Addis Ababa government secondary schools. *Cogent Education*, 10(1), 2187563.
- Mohiuddin, M. (2017). Knowledge sharing and collaboration in global R&D teams: The role of trust and cultural diversity. *International Journal of Knowledge Management*, 13(2), 1-20.
- Molodchik, M., Krutova, A. and Molodchik, A. (2016), "Leadership, learning and organisational culture as antecedents for innovative behaviour: the case of Russia", *International Journal of Learning and Intellectual Capital*, Vol. 13 Nos 2/3, pp. 202-215.
- Muhammed, S., & Zaim, H. (2020). Peer knowledge sharing and organizational performance: The role of leadership support and knowledge management success. *Journal of Knowledge Management*, 24(10), 2455-2489.
- Mujinga, M. (2020). Service loyalty in retail banking: An empirical study. In M. Hattingh (Ed.), *Marketing and smart technologies* (pp. 59–66). Singapore: Springer.
- Mustika, W., Suryani, T., & Nurcahyo, R. (2020). The influence of transformational leadership on knowledge sharing and innovation capability in the public sector. *Journal of Knowledge Management*, 24(9), 2159-2180.
- Nei, D., Snyder, L. A., & Litwiller, B. J. (2015). Promoting retention of nurses: A meta-analytic examination of causes of nurse turnover. *Health care management review*, 40(3), 237-253.
- Ng, T. W. H. (2020). Transformational leadership and performance outcomes: Analyses of multiple mediation pathways. *The Leadership Quarterly*, 31(6), 101306.
- Nguyen, V. Q., Turner, N., Barling, J., Axtell, C. M., & Davies, S. (2023). Reconciling general transformational leadership and safety-specific transformational leadership: A paradox perspective. *Journal of safety research*, 84, 435-447.,
- Ntseke, T., Mitonga-Monga, J., & Hoole, C. (2022). Transformational leadership influences on work engagement and turnover intention in an engineering organisation. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 20(0), a2013. <https://doi.org/10.4102/sajhrm.v20i0.2013>
- Nurtjahjani, F., Batilmurik, R.W., & Pribadi, J.D. (2021). The influence of transformational leadership style on work engagement remuneration dimediation and educator

- motivation. *Jurnal Aplikasi Manajemen*, 19(1), 11–22. <https://doi.org/10.21776/ub.jam.2021.019.01.02>
- Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction. *Journal of human resources in hospitality & tourism*, 18(4), 441-470.
- Opatha, H.H.D.N.P. (2015), *Organizational Behaviour: The Human Side of Work*, Colombo: Department of HRM, University of Sri Jayewardenepura
- Oyewole, C. (2025). The role of transformational leadership in enhancing knowledge behaviour and organizational competitiveness. *CogNexus*, 1(01), 134-153.
- Ozaralli, N. (2002), "A study on conflict resolution styles employed by Theory-X and Theory-Y leaders and perceived leader competence", *Vision*, Vol. 6 No. 2, pp. 81-86.
- Ozcan, O., & Ozturk, I. (2020). Impact of organizational culture and leadership styles on employee performance: A research study on the banking industry. *Research Journal of Business and Management*, 7(1), 45-55.
- Palupi, M. (2020), *Efforts to Improve Employee Creativity Through Transformational Leadership*, *Jurnal Manajemen Bisnis*, Vol. 11, No. 2, pp. 224- 232.
- Park, J., Han, S. J., Kim, J., & Kim, W. (2022). Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), 920-936.
- Park, T., & Pierce, B. (2020). Impacts of transformational leadership on turnover intention of child welfare workers. *Children and Youth Services Review*, 108, 104624. <https://doi.org/10.1016/j.childyouth.2019.104624>
- Parveen, M., & Adeinat, I. (2019). Transformational leadership: does it really decrease work-related stress?. *Leadership & Organization Development Journal*, 40(8), 860-876.
- Peng, J., Li, M., Wang, Z., and Lin, Y. (2021). Transformational leadership and employees' reactions to organizational change: evidence from a meta-analysis. *J. Appl. Behav. Sci.* 57, 369–397. doi: 10.1177/0021886320920366
- Podsakoff, Philip M., and Scott B. MacKenzie. 1997. Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance* 10: 133–51. [CrossRef]
- Pradhan, R.K., Panda, M. and Jena, L.K. (2017), "Transformational leadership and psychological empowerment: the mediating effect of organizational culture in Indian retail industry", *Journal of Enterprise Information Management*, Vol. 30 No. 1, pp. 82-95, doi: 10.1108/JEIM-01-2016-0026.
- Qi L, Chaudhary NI, Yao K, Mirza F and Khalid R (2022) The moderating role of transformational leadership on the relationship between deviant workplace behaviors and employee turnover intentions in China. *Front. Psychol.* 13:1005055. doi: 10.3389/fpsyg.2022.1005055
- Qiao, Y., Fan, P., Li, F., & Chen, T. (2025). Learning and adaptation of transformational leaders: Linking transformational leadership to leader self-efficacy for emotional regulation and work engagement. *Journal of Occupational and Organizational Psychology*, 98(1), e70016.
- Reuvers, M., Van Engen, M.L., Vinkenbunrg, C.J. and Wilson-Evered, E. (2008), "Transformational leadership and innovative work behaviour: exploring relevance of gender differences", *Creativity and Innovation Management*, Vol. 17 No. 3, pp. 227-244.

- Ritala, P., Olander, H., Michailova, S., & Husted, K. (2015). Knowledge sharing, knowledge leaking, and relative innovation performance: An empirical study. *Technovation*, 35, 22-31.
- Saira, S., Mansoor, S., & Ali, M. (2021). Transformational leadership and employee outcomes: The mediating role of psychological empowerment. *Leadership & Organization Development Journal*, 42(1), 130-143.
- Salim, A., Kustiani, L., & Supanto, F. (2024). Creating Job Satisfaction through Transformational Leadership and Compensation Factors in the Banking Sector. *East African Scholars Journal of Economics, Business and Management*. ISSN 2617-4464 (Print) | ISSN 2617-7269
- Samad, A., Muchiri, M., & Shahid, S. (2022). Investigating leadership and employee well-being in higher education. *Personnel Review*, 51(1), 57-76.
- Samad, S., & Ahmed, W. (2021). Do strategic planning dimensions and transformational leadership contribute to performance? Evidence from the banking sector. *Management Science Letters*, 11(3), 719-728.
- Sayadi, Y. (2016). The effect of dimensions of transformational, transactional, and non-leadership on the job satisfaction and organizational commitment of teachers in Iran. *Management in Education*, 30(2), 57–65. doi:10.1177/0892020615625363
- Serhan, C., Nehmeh, N. and Sioufi, I. (2022), "Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees", *ISRA International Journal of Islamic Finance*, Vol. 14 No. 2, pp. 141-156.
- Shuv-Ami, A., Thrassou, A., & Vrontis, D. (2015). Fans' brand commitment to basketball teams: establishing the validity and reliability of a new multidimensional scale. *Journal of Customer Behaviour*, 14(4), 311-329.
- Siangchokyoo, N., Klinger, R. L., and Campion, E. D. (2020). Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda. *Leadersh. Q.* 31, 101341. doi: 10.1016/j.leaqua.2019.101341
- Sidik, M. S. N., Desywan, E., Raharjo, S. T., & Pradana, M. S. (2024). The effect of transformational leadership values on worker performance. *Research Horizon*, 4(6), 239-246.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762.
- Singh, S.K. and Singh, A.P. (2019), "Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy", *Management Decision*, Vol. 57 No. 4, pp. 937-952, doi: 10.1108/MD-09-2018-0966.
- Sobaih, A. E. E., Gharbi, H., & Abu Elnasr, A. E. (2022). Do you feel safe here? The role of psychological safety in the relationship between transformational leadership and turnover intention amid COVID-19 pandemic. *Journal of risk and financial management*, 15(8), 340.
- Son, J., Kim, D. Y., & Kim, S. (2020). The impact of organizational culture on knowledge sharing: A moderated mediation model of job characteristics and organizational commitment. *Journal of Knowledge Management*, 24(3), 497-516.
- Strukan, E., Nikolić, M., & Sefić, S. (2017). IMPACT OF TRANSFORMATIONAL LEADERSHIP ON BUSINESS PERFORMANCE. *Technical Gazette/Tehnički Vjesnik*, 24.

- Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on employees' creativity: The mediating role of perceived organizational support. *Management Research Review*, 41(1), 113-132.
- Tan, A. B., Van Dun, D. H., and Wilderom, C. P. (2023), Lean innovation training and transformational leadership for employee creative role identity and innovative work behavior in a public service organization, *International Journal of Lean Six Sigma*, Vol. 15, No. 8, pp. 1-31.
- Tayal, R., Kumar Upadhyay, R., Yadav, M., Rangnekar, S., & Singh, R. (2018). The impact of transformational leadership on employees' acceptance to change: Mediating effects of innovative behaviour and moderating effect of the use of information technology. *VINE Journal of Information and Knowledge Management Systems*, 48(4), 559-578.
- Tharushika, K. R. D. S., Sellar, T., & Arulrajah, A. A. (2025). How Does Transformational Leadership Influence Employees' Creativity? Examining the Mediating Role of Perceived Organizational Support. *Sri Lankan Journal of Human Resource Management*, 15(01).
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). Transformational leadership impact on employees performance. *Eurasian Journal of Management & Social Sciences*, 1(1), 49-59.
- Tsen, M. K., Gu, M., Tan, C. M., & Goh, S. K. (2022). Does flexible work arrangements decrease or increase turnover intention? A comparison between the social exchange theory and border theory. *International Journal of Sociology and Social Policy*, 42(11-12), 962-983.
- Van Zyl, J., & Hofmeyr, K. (2021). Leadership behaviour that facilitates shared leadership emergence in internationally dispersed non-formal teams. *South African Journal of Business Management*, 52(1), a2695. <https://doi.org/10.4102/sajbm.v52i1.2695>
- Vandavasi, R. K., Nandialath, A. M., & Mohan, R. (2020). The impact of leadership styles on knowledge sharing behavior: The role of organizational culture and knowledge management maturity. *Journal of Knowledge Management*, 24(8), 1889-1909.
- Varadarajan, R. (2018), "Innovation, innovation strategy, and strategic innovation, innovation and strategy", *Review of Marketing Research*, Vol. 15, pp. 143-166, available at: <https://www.emerald.com/insight/search?q=Rajan%20Varadarajan>.
- Vargas, M.I.R. (2015), "Determinant factors for small business to achieve innovation, high performance and competitiveness: organizational learning and leadership style", *Procedia- Social and Behavioral Sciences*, Vol. 169, pp. 43-52.
- Wang, Y., Lin, J., Osman, Z., Farooq, M., & Raju, V. (2021). Transformational leadership and employee performance in international commercial banking industry in Malaysia: the role of self-efficacy as a mediator under BRI. *J. Chin. Hum. Resour. Manag*, 12, 25-36.
- Widodo, A., Susilo, H., & Rahmawati, F. (2022). The effect of transformational leadership and organizational culture on knowledge sharing: The mediating role of trust. *Journal of Knowledge Management*, 26(3), 601-623
- Wuryaningrat, N. F., Hidayat, N., & Kumajas, M. L. (2024). The Impact of transformational and transactional leadership on employee performance. *Klabat Journal of Management*, 5(2), 103-113.
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development*, 35(2), 190-216. doi:10.1108/JMD-01-2015-0004
- Yao, Y.H., Fan, Y.Y., Guo, Y.X. and Li, Y. (2014), "Leadership, work stress and employee behavior", *Chinese Management Studies*, Vol. 8 No. 1, pp. 109-126.

- Yi, L., Uddin, M., Das, A.K., Mahmood, M., & Sohel, S.M. (2019). Do transformational leaders engage employees in sustainable innovative work behaviour? Perspective from a developing country. *Sustainability*, 11(9), 1–18. <https://doi.org/10.3390/su11092485>
- You-De, D., You-Yu, D., Kuan-Yang, C. and Hui-Chun, W. (2013), “Transformational vs transactional leadership: which is better? A study on employees of international tourist hotels in Taipei City”, *International Journal of Contemporary Hospitality Management*, Vol. 25 No. 5, pp. 760-778.
- Yücel, İ. (2021). Transformational leadership and turnover intentions: the mediating role of employee performance during the COVID-19 pandemic. *Administrative Sciences*, 11(3), 81.
- Zhang, H., Ou, A. Y., Tsui, A. S., & Wang, H. (2017). CEO humility, narcissism and firm innovation: A paradox perspective on CEO traits. *The Leadership Quarterly*, 28(5), 585-604.