

Influence of Transactional Leadership and Trust in Leader on Employee Well-being and Mediating role of Organizational Climate

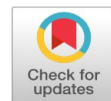
RAJA NASIR ALI KHAN ^{1*}, SHAHBAZ MASIH ², WAQAS ALI ³

^{1, 2, 3} Limkokwing University of Creative Technology, Cyberjaya, Malaysia

Abstract: In this study, the core objective was to find the relationship of transaction leadership and trust in leader, organizational climate and empowerment. This research tested the direct relationship of transaction leadership and trust in leader and outcome well-being also tested the organizational climate as a mediator in the relationship between the transaction leadership and trust in leader and well-being. There was a sample of 348 (Krejcie & Morgan, 1970) employees of the cement sector of Pakistan includes well-known organizations. Structural Equation model 16 was use to analyze the obtained data and generate results. Our finding shows that organizational climate mediates the relationship of transactional leadership, trust in leader and employee well-being. The ideas suggestion for the organization is to make a close review of such leaders before hiring but even if an organization identify, it can develop a good organizational climate and enhance employee well-being. Empirical finding discloses the significant implications for the cement sector.

Keywords: Transaction leadership, Trust in leader, Organizational climate, Employee well-being, Social exchange theory

Received: 06 September 2020 / Accepted: 16 November 2020 / Published: 27 February 2021



INTRODUCTION

The current and frequent changes in the society and world level organizations workforce over the past years have risen the organizational challenges, staff and policymakers to harvest strategies, and strategies to steadiness challenging demands of the work, domestic lives and employee well-being. Due to not well operative strategies in place, the high levels of conflict among rival effort and family stresses can negatively affect at the workplace like the employee turnover and absenteeism and it decreased commitment and job satisfaction, at home and on the individual. From a social viewpoint, the increasing effect of individuals' choice to respond to conflicts by reduction of family size can be palpable in certain European and Asian countries, it is threatening the fitness of overall economies.

In the current competitive environment and system, the leaders have considered the best perilous factors for the development and success of the company's imminent expansion (Thite, 2000). If we look in dept, the same time, the leaders play a vital role to affect the success or failure of any company (Bennis & Nanus, 1985). Prior researchers highlighted that leaders are core influencers of a company's success or failure (Masih, Daniel, Saher, & Hewawitharana, 2020; Seltzer & Bass, 1990). It was projected the conceptual thoughts of transaction and transformation leaders, it established huge attention in a few decades (Khanin, 2007). An explanatory procedure of the exchange of assistances among transactional leaders and their subordinates to understand their related objectives (Seltzer & Bass, 1990).

The current study aims to investigate the relationship and effects of transaction leadership and trust in leader on well-being. Generally, the effect of transaction leadership and trust in leader and employee well-being is not well studies and very much pure because of the number's negative, positive and insignificant outcomes. It was not through pinpointed by the previous researchers that transaction leadership, trust in leader and employee well-being association may be indirect through other organizational factors than direct. Our study fills this gap where mediating is organizational climate between the relationship of transaction leadership and trust in leader and employee well-being.

*Corresponding author: Raja Nasir Ali Khan

†Email: nasiraliraja68@gmail.com

The increasing consciousness that followers' task attitudes and behavior are the greatest vital aspects which influence the organizational performance consequences (Podsakoff, Ahearne, & MacKenzie, 1997). For great degree, optimistic attitudes depend on the perceptions of employees' about the care which organization take regarding their well-being and how much values to their contribution (Staves, Wayne, & Leopold, 1997).

In order to make addition in the body of knowledge, this study aims to study the mediating role of the organizational climate in the association among transaction leadership and trust in leader as well as employee well-being. Furthermore, this research will investigate the direct relationship as well.

This study will make a contribution to the body of knowledge in various ways. 1st, following (Ulrich & Dulebohn, 2015) framework, current research adds to social exchange theory through trying the intervening role of organizational climate in the association of transaction leadership and trust in leader and employee well-being. In this study, we will also investigate the direct relationship of transaction leadership and trust in leader with employee well-being.

LITERATURE REVIEW

The prior studies have mentioned that employees' ratings of transformational and transactional leadership forecasted the economical conditional of various organizations and the most important thing is the leadership style which was mediated in relationship to a performance by the group cohesion that is linked with other banks (Carless, Mann, & Wearing, 1995). Researchers have already studied the effect of transformational leadership on the degree of innovative productivity produced by the team members who having interaction via computer networks, describing the appraisal of transformational leadership is directly and indirectly associated with employee creativity and performance (Sosik, Avolio, & Kahai, 1997).

Organizational empowerment has received importance from the decades within the organization's development, there are various definitions for organizational empowerment have been generated and shared from many years (Bilal & Zia-ur Rehman, 2017; Leslie, Holzhalb, & Holland, 1998). With the great review of the previous literature, it has been explained in two general contexts of empowerment within a corporate setting, the association perspective and mental perspective. The relational organizational empowerment has been mentioned in previous studies from top to bottom processing (Conger & Kanungo, 1988) and mechanistic as well.

Transformational leaders much like resembles to charismatic leaders, but is different in regard with aptitude to produce change, creativity and business sense (Seltzer & Bass, 1990). In prior studies of passing years, transformational leadership has received so much attention by the recent researcher, the scholars are paying more attention to these (Judge & Bono, 2000). It was a significant contribution to expanding this theory through conceptualization of the constructs of transformational leadership and transactional leadership in a further organized means, which is guidance to researchers for some basic concepts and a complete outline (Judge & Bono, 2000).

As compare to transformation leadership, the transactional leadership is a reciprocated exchange process constructed on the routine of promissory responsibilities, characterized by long term objectives set, administrative control and yield control (Bass & Bass Bernard, 1985).

Social Exchange Theory, it was started with the early theoretical exertion of both (Dean Jr, Brandes, & Dharwadkar, 1998), the interrelationship or exchange studies concentrated on the association between social structure and power use. It is considered that dissimilarity and distributions of power were emanant characteristics of continuing relations of social exchange. The results from the exchange were argued because actors have more control over resources than do others. The consequences, they bring upon your social debts that are significant easily discharge by their social debtors' subordination.

If there is an exchange of any relationship, the employment association may be considered as consisting of social, economic, and organizational exchanges and association (Aryee, Budhwar, & Chen, 2002). As per Blau (2017), social exchanges are "voluntary actions" can be generated by a firm's handling of it workers, by having an expectation that this treatment shall finally be reciprocal. The right nature and increase in future earnings is a purpose of personal obligation, gratefulness and trust in the firm (Haas &

Deseran, 1981; Kaluza, Boer, Buengeler, & van Dick, 2020).

In prior studies, (Eisenberger, Fasolo, & Davis-LaMastro, 1990) said that procedure of social exchange is generated by companies once they receive a signal that contributions of workers are ready for caring their curiosity and particular well-being. In case, we achieve then as per the theory of social exchange, workers can show the reciprocation by positive attitudes and behaviors towards work (Aryee et al., 2002; Haas & Deseran, 1981). By this way, the workers will be more enthusiastic to employ further effort and rare chances to extract membership from the company. The thoughts are consistent with Gouldner (1960) claim that social exchanges depend on the actors who are orienting themselves towards a claim that social exchanges are reliant on actors positioning themselves near an over-all norm of reciprocity, or “the outline of exchange through which the joint dependence of people, brought about by the division of labor, is apprehended” (Gouldner, 1960). As per the prior researchers and Gouldner (1960), this is considered the generalized normal of exchange that consequences in the receipt of a benefit being obligated to the “donor” until the assistance has been recompensed.

Prior researches have proved that managers were taught to empower employees and advance them into high participation individuals and teams by concentrating on quality, excellent service, most cost-effective solutions and quantity of output of production (Bass, 1999; Sejera, 2018). Definitely, in various European and Asian countries, leaders in various industries are observed to find most of the time developing social relationships with employees of cement industry where try to enhance their effectiveness in an industry guest expectation are increasing. It is considered to inspire both trust and loyalty in followers but needs strong skills of interpersonal and information of cross-cultural variances.

Ultimately, this is the association in the organization that is the “glue” it continues employees and leaders connected (Coleridge-Smith et al., 2006; Leung, 2020). The trust and loyalty in employees inspire both. Eventually, association in the workplace keep followers and leader bind with each other. Leaders’ use of various leadership style in the organization is the same as to have direct effects on employees’ consequences. The leadership styles affect differently transformation leadership as compared to transactional leadership must output in raising employee satisfaction, commitment and productivity. Hence, the efficient use of leadership style must raise the effectiveness of both manager and the hospitality organizations at large (Erkutlu, 2008). The big five dimensions of personality also well studied in literature with leadership (Paulhus & Williams, 2002).

H1-a: Transactional Leadership is directly associated with employee well-being

H1-b: Trust in Leader is directly associated with employee well-being

Research model

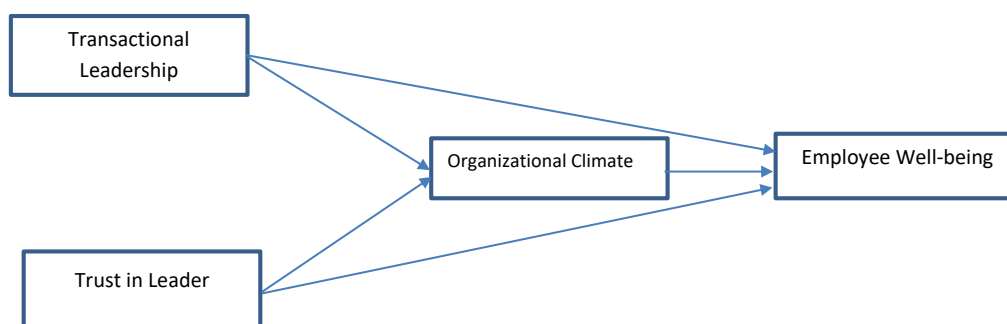


Figure 1. Conceptual framework

Although there are various HR practices and modules on employee outcomes, observers have commenced identifying the position of organizational climate as an important descriptive variable (Bowen & Ostroff, 2004). Organizational climate is considered as how the individual workers show collective attitude towards their workplace (Burton, Lauridsen, & Obel, 2004). It is normally explained as relative

permanent quality of the environment within an organization which members realize and feel, influences individual behavior and can be defined as the values of a specific set of features of the organization (Burton et al., 2004). In the increasing harmony that this type of characteristics of organization includes trust, support, recognition, rewards equity, morale, employee fairness (Burton et al., 2004). As investigated by (Poole, 1985), the empiricist supernumerary word for culture is the climate that organizational climate is frequently observed as a measurable idea whereas culture is less tangible and more qualitative (Turnipseed, 1988).

Furthermore, climate discusses 'those facets of the social atmosphere which organizational participants actively experience (Denison, 1996). The most commonly used definition of trust was that "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Reichers, Wanous, & Austin, 1997). We can also use one more definition that is also widely accepted and authors prefer this. "The willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Hofstede & Bond, 1988). The culture was well defined "an interactive aggregate of common characteristics that influence a group's response to its environment". Similarly, the various cultures can have different influence on leadership and creativity, therefore, the organizational climate will affect the employee well-being.

The transactional leadership and trust in leader produce and promote employee creativity. The leadership area is rising and importance of increased attention to the effect that leadership styles and behaviors have on well-being and health of employees and there is a meta-analysis relevant to that (Kuoppala, Lamminpää, Liira, & Vainio, 2008). Additionally, both well-being and leadership are covered by the fundamental construct of psychological capital (Avey, Luthans, & Mhatre, 2008). Hence, increasing the transactional leadership and trust in leader in area of relationships and wellbeing are not yet attempted to help today's leaders meet employee well-being trials. However, the objective of this research is to investigate widely recognized basic construct of "The transactional leadership and trust in leader" or simple leadership (Luthans, Avey, & Patera, 2008) in the evaluation follower's and leader relationships, health and well-being because helps leaders better comprehend and help grow their employees' over well-being.

In order to build my point of view under the shade of the above arguments, we propose that organizational climate positively mediates the relationship between transactional leadership, trust in leader and employee well-being. Based on the aforementioned argument, we posit a positive relationship between organizational climate and well-being. Finally, we postulate that:-

H2-a: Organizational Climate positively mediates the relationship between Transactional Leadership and Employee Well-being.

H2-b: Organizational Climate positively mediates the relationship between Trust in Leader and Employee Well-being.

Measures

Transactional leadership: The MLQ is the most commonly used scale for evaluating transformational leadership theory (Kirkbride, 2006) and "is considered the best-validated measure of transformational and transactional leadership" (Özaralli, 2003), for its conceptual structure, the MLQ was criticized in some areas (Charbonneau, 2004; Northouse, 1997; Yukl, 1999). MLQ subscales for measuring transactional leadership were (1) contingent reward (sample item: "points out what I will receive if I do what needs to be done"); (2) active management by exception (sample item: "is alert for failure to meet standards"); (3) passive management by exception (sample item: "things have to go wrong for him or her to take action"); and (4) laissez-faire (sample item: "avoids making decisions"). The laissez-faire subscale measures the absence or avoidance of leadership. The Cronbach alpha reliability coefficient was 0.85.

Trust in leader: To measure the trust in leader, this study used the scale which was developed by Boru, (2001), having ten items. The scale was developed based on a study of Turkish society by Boru to investigate about the characteristics of reliable people own in society. Nine dimensions for trust in leader

were identified by the author including “self-confidence, benevolence, being compatible, honesty, kindness, openness, consistency, being knowledgeable, and not gossiping”. It includes items such as, the leader: “is self-confident,” “has the necessary knowledge and skills related to working,” “helps me when I need it,” “keeps his/her promises,” “has a negative attitude toward life” (reverse scored). Respondents are asked to evaluate the extent to which each item is true about their leader. Data is obtained on 6-point Likert scale (strongly disagree (1) to strongly agree (6)). The Cronbach alpha reliability coefficient was 0.79.

Organizational climate: This scale of organizational climate were designed to measure the organizational factors that are common to most organizations and were based on the components of the School Organizational Health Questionnaire (Neal, Griffin, & Hart, 2000). This instrument has been widely used for measurement of general organizational climate in various private and public sector organizations (Hart & Gorfine, 1997), and has good discriminant validity from other related constructs such as organizational stressors (Hart & Russ, 1996). Employees rated the extent to which they agree with the provided statements regarding their workplaces. Sample items include “My work objectives are always well defined”, “There is good communication between groups in this workplace”, and “This workplace has a clearly stated set of goals and objectives” A 6 point Likert scale (“strongly disagree” to “strongly agree”) is used to obtain data. The alpha reliability coefficient was 0.81.

Well-being: Berkman (1971) eight-item scale was used by this study to measure the overall well-being. Items were measured through a 5-point Likert-type scale (1 = never to 5 = often) and respondents rated about their feelings using the items i.e., “on top of the world” and “bored” (reverse coded). The alpha reliability coefficient was 0.84.

METHODOLOGY

Sample and procedure

Data gathered from the employees intending to find out the impact of Transaction Leadership and Trust in Leader on Employee well-being in cement sector of Pakistan. The famous companies of this sector in Pakistan were Attock Cement (Pakistan) Limited, Bestway Cement Limited, Cherat Cement Company Limited, D.G. Khan Cement Company Limited, Dadabhoi Cement Industries Limited, Dandot Cement Company Limited, Dewan Cement Limited, Fauji Cement Company Limited etc. We selected the cement sector due to the focus on employee well-being. Data was collected from two sources, leaders and followers. Data were collected from leaders and followers by utilizing a time lag of twenty-five days to make out a study more effective so that relationship can be understood more deeply.

Survey/Questionnaires were at first dispersed to 490 personnel, and 449 finished surveys were compensated. 2nd survey was performed just to 426 who restored 1st survey, also 393 finished reviews were reimbursed. These 393 got their 3rd survey, and 393 were repaid. Reviews were fielded 3 to 4 weeks separated. Final test size in the wake of disposing of fragmented polls and coordinating three-time information was 384 (Krejcie & Morgan, 1970), for a nal reaction pace of the individuals who finished each of the three surveys of 83 per cent.

RESULTS

One of the best and most frequently used statistical tool SEM Structural Equation Modeling 16 was used to analyze the data and check the hypothesis. The normality, skewness, kurtosis and all related tests were run in SPSS 20. SEM Structural Equation Modeling utilizing AMOS 15 was utilized to check the hypotheses. The initial phase included a confirmatory factor analysis to build up a worthy estimation model that characterized the observed variables as far as “verifiable” latent variable for example independent or dependent and an estimation blunder term. Every latent variable was permitted for connecting generously of all other latent variables.

In the subsequent advance, we tweaked the estimation model to imply the guess hypothetical system. This methodology gave a scientific strategy that perceives a fitness of estimation model as well as the derivation for anticipated postulates. So, as the check intervention hypotheses, had a bootstrap strategy utilizing certainty interim technique. Bootstrapping was utilized to confirm the intervention impact due to its precision in figuring certainty interims for the mediation impact when there is a mediation impact non-zero.

Validate analysis

CFA was conducted to validate the distinctiveness of all the constructs in this research. The data in Table 1 depicts the model fitness (IFI = .95, TLI = .92, CFI, .96, RMSEA = .05). The Confirmatory Factor Analysis outcomes confirmed the satisfactory discriminant validity and it also showed the absence of common method bias. Table 2 depicts correlations, descriptive statistics and reliability estimates.

Table 1: Measurement model

Model	RMSEA	IFI	TLI	CFI
Original model	.25	.83	.69	.80
Revised	.04	.95	.92	.96

Table 2: Correlations

Variables	Mean	SD	1	2	3	4
1. Transactional Leadership	2.5	.39	.61			
2.Trust in Leader	3.2	.41	.53	.25		
3. Organizational Climate	2.9	.37	.55**	.45**	.55	
4. Well-being	3.0	.31	.48**	.37**	.61**	.54

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

* Correlation is significant at the 0.05 level (2-ailed).

* Total sample size, $n = 384$

Structure Equation Modeling (SEM) using AMOS 16 was engaged to analysis hypotheses and followed two step analytical strategy recommended by Anderson and Gerbing (1988). Every latent variable was permitted for connecting generously of all other latent variables. So, as the check intervention hypotheses, had a bootstrap strategy utilizing certainty interim technique. Bootstrapping was utilized to confirm the intervention impact due to its precision in figuring certainty interims for the mediation impact when there is a mediation impact non-zero.

Table 3 that shows each examination; the unimpeded multiple-factor model gave superior able to tan the particular factor model did. The direct path model gives the outcomes to H1 & H2 that forecasts which TL, TrL is emphatically identified with well-being. The direct relationship provides the results for H1a&H1b, which predicts that TL, Trl is positively related to well-being and results support for two of these relationships ($b = .39, p < 0.001$) and ($b = .49, p < 0.001$) respectively.

In Table 4, Hypothesis H2a that predict a mediating role of organizational climate between TL, TrL and outcome variable. We applied the bootstrapping using a bias-corrected confidence interval method to analyze the indirect effect. The results support our all indirect effects for TL→ OC→WB (indirect effect = 0.17, CI 95%, [0.03, 0.34], $p \leq 0.001$) TrL→ OC→WB (indirect effect = 0.15, CI 95%, [0.05, 0.35], $p \leq 0.01$). All these direct and indirect effects are given in Table 3.

Table 3: [Hypothesized model] Standardized direct path coefficients

	Paths	Estimate	SE
H1a	TL→WB	0.39	0.05
H1b	TrL→WB	0.49	0.04

Table 4: Indirect effects with bootstrap outcomes(Confidence interval method)

	Paths	Effect	SE	LL99%CI	UL99%CI
H2a	TL→ OC→WB	0.17	0.05	0.03	0.34
H2b	TrL→ OC→WB	0.16	0.04	0.05	0.35

N=384, Bootstrapping sample size: 5000, $p > 0.001, p > 0.01, p > 0.05$, TL: Transactional Leadership, Trust in Leader: Trl, OC: Organizational Climate, WB: Well-being, LL: Lower Limit, 0.05, CI: Confidence Interval, UL: Upper Limit

DISCUSSION & CONCLUSION

After Integration of Transactional Leadership and Trust in Leader and Employee Well-being with the social exchange theory, we have found out that evidence of any direct and indirect effect of Transactional Leadership and Trust in Leader on well-being via organizational climate. Our findings indicated which organizational climate partially intervening association of dark triad along with organizational cynicism and burnout. Our study shows that high of Transactional Leadership and Trust in Leader have more chances to predict employee well-being and develop a good organizational climate that ultimately leads to well-being. Previous studies (Kant, Skogstad, Torsheim, & Einarsen, 2013) argues that dark leadership is harmful to the employees, home and personal lives which ultimately leads to negative behaviors. Our study contribute towards the dark leadership; this study also reveals that dark triad is significantly correlated to burnout. There were no control variables in this research. The results of the current study are consistent with the studies by Ma and Jiang (2018) and Gilbert and Kelloway (2018) that suggest that transactional leadership is positively linked to the innovative behaviour and well-being of employees. The findings are also consistent with the study of (Samad, Muchiri, & Shahid, 2021), there results showed a significant association between transformational leadership and employee well-being and job satisfaction which proves that employees working under such leaders are satisfied with their jobs and possess better mental health, also such employees do not want to leave their workplace thus there is reduced turnover.

The core purpose of this study was to shed light on the consequences of dark triad while there is a cynical attitude of employees and another objective was to make an extension in social exchange theory. Organizational Cynicism depicts the negative attitude of employees towards their working platforms. In our study, it is clearly defined that Transactional Leadership and Trust in Leader and organizational climate leads to employee well-being and creativity. This research tested the direct relationship of transaction leadership and trust in leader and outcome well-being also tested the organizational climate as a mediator in the relationship between the transaction leadership and trust in leader and well-being. The results for direct relationship predicts that transaction leadership and trust in leader is positively related to well-being and results support for two of these relationships. While the mediating role is also significant. Our research shows the significant academic contribution that extends the association between Transactional Leadership and Trust in Leader and employee well-being by finding the mediating relationship effect of organizational climate. Our results show that, where leaders are perceived as highly transformative, transition leaders in particular may offer people more recognition and that recognition can be connected to wellbeing more strongly. These results may be caused by the way in which recognition is offered by or combined with the social meaning advocated by the representatives. Or maybe the autonomy-building social environment advocated by transition leaders encourages workers to recognize an external contingency as more autonomous than regulated.

It is recommended that studies of leadership like Transactional Leadership and Trust in Leader are valid for non-offenders samples, advancing researchers who normally are not expected to have access to specialist samples. In our outcomes, we observed that Transactional Leadership and Trust in Leader contributed significantly towards the employee organizational climate of cement sector of Pakistan and employee well-being in this industry.

Practical implications

This study has theoretical as well as practical implications; here the leadership like Transactional Leadership and Trust in Leader has detrimental impacts on employee's organizational climate that ultimately led to employee well-being who work in the cement sector of Pakistan. Normally, it is difficult for the organizations to identify the leaders who are good Transactional Leadership and Trust in Leader and lead to good behaviors and other behaviors like employee well-being. The ideas suggestion for the organization is to make a close review of such leaders before hiring but even if an organization identify, it can develop a good organizational climate and enhance employee well-being. Empirical finding discloses the significant implications for the cement sector. Although it was limited to the one sector this study can be generalized and implement to the entire state of Pakistan and other countries.

Future recommendations and limitations

The limitation of our study that we have collected data by self-reports, literature which normally depend upon self-reports can hurt from common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). There was another limitation of this study that all respondents were volunteers and at their convenience, we have considered the possibility of a self-selection bias. Our first recommendation that the current study was a time-lag study; we strongly recommend the longitudinal study to the future researchers. The second recommendation that future researcher can examine moderators with this such that perceived supervisory culture, organizational support, emotional intelligence and social support.

The limitation may be understood that there can be common method bias due to various construct were investigated by a similar source with the same measurement point (Spector, 2006).

Another limitation we steered confirmatory factor analyses and originated that the measures of organizational climate and the dependent variables had adequate discriminate validity. Therefore, the possibility of common-method bias and its likeliness to affect the major findings can be ruled-out. Future studies may take into account the non-dispositional effective controls such as deviant behavior etc. Furthermore, instead of subjective methods such as self-reports, other methods e.g., observational methods can be used to gain data.

It's not related to aforementioned limitations; we claim that our study finding variety a significant influence to our acquisition a better considerate of the role of exchange relationships in cement industry, especially relating to management practice and employees response and lacks empirical investigation (Uhl-Bien & Maslyn, 2003). Additionally, we have highlighted the primary apprehensions raised by Ferlie, Hartley, and Martin (2003) normally used the quantitative data analysis in other management research and theoretically driven research questions. For more, in this research, it is not only the extended the generalizability of the conclusions reported by Gould-Williams and Davies (2005) by having a detailed survey, this was a confirmed significant role of trust, employee engagement and reasonable prizes on employee attitudes and employee well-being.

REFERENCES

- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423. doi:<https://doi.org/10.1037/0033-2909.103.3.411>
- Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(3), 267-285. doi:[https://doi.org/10.1002/\(SICI\)1099-1379\(199605\)17:3<267::AID-JOB748>3.0.CO;2-A](https://doi.org/10.1002/(SICI)1099-1379(199605)17:3<267::AID-JOB748>3.0.CO;2-A)
- Avey, J. B., Luthans, F., & Mhatre, K. H. (2008). A call for longitudinal research in positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(5), 705-711. doi:<https://doi.org/10.1002/job.517>
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32. doi:<https://doi.org/10.1080/135943299398410>
- Bass, B. M., & Bass Bernard, M. (1985). *Leadership and performance beyond expectations*. New York, NY: Free Press.
- Bennis, W., & Nanus, B. (1985). *The strategies for taking charge* (Vol. 41). New York, NY: Harper& Row, Publishers Inc.
- Berkman, S. (1971). *Katherine mansfield: A critical study*, Yale university. New Haven, CT: Archon Books.
- Bilal, S., & Zia-ur Rehman, M. (2017). The role of employees mindfulness and human resource development climate towards public leadership behavior-analyzing the moderating impact of emotional capital. *Journal of Administrative and Business Studies*, 3(5), 248-254. doi:<https://doi.org/10.20474/jabs-3.5.4>

- Blau, P. (2017). *Exchange and power in social life*. England, UK: Routledge. doi:<https://doi.org/10.4324/9780203792643>
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the strength of the HRM system. *Academy of Management Review*, 29(2), 203–221. doi:<https://doi.org/10.5465/amr.2004.12736076>
- Burton, R. M., Lauridsen, J., & Obel, B. (2004). The impact of organizational climate and strategic fit on firm performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(1), 67–82. doi:<https://doi.org/10.1002/hrm.20003>
- Carless, S., Mann, L., & Wearing, A. (1995). A causal model of transformational leadership. In *Symposium Paper presented at the Inaugural Australian Industrial and Organisation Conference*, Sydney, Australia (pp. 14–16).
- Charbonneau, D. (2004). Influence tactics and perceptions of transformational leadership. *Leadership & Organization Development Journal*, 25(7), 565–576. doi:<https://doi.org/10.1108/01437730410561459>
- Coleridge-Smith, P., Labropoulos, N., Partsch, H., Myers, K., Nicolaides, A., & Cavezzi, A. (2006). Duplex ultrasound investigation of the veins in chronic venous disease of the lower limbs—up consensus document. part i: Basic principles. *Phlebology*, 21(4), 158–167. doi:<https://doi.org/10.1258/026835506779115780>
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471–482. doi:<https://doi.org/10.5465/amr.1988.4306983>
- Dean Jr, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341–352. doi:<https://doi.org/10.5465/amr.1998.533230>
- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native’s point of view on a decade of paradigm wars. *Academy of Management Review*, 21(3), 619–654.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51–59. doi:<https://doi.org/10.1037/0021-9010.75.1.51>
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. *Journal of Management Development*, 27(7), 708–726. doi:<https://doi.org/10.1108/02621710810883616>
- Ferlie, E., Hartley, J., & Martin, S. (2003). Changing public service organizations: Current perspectives and future prospects. *British Journal of Management*, 14, S1–S14. doi:<https://doi.org/10.1111/j.1467-8551.2003.00389.x>
- Gilbert, S. L., & Kelloway, E. K. (2018). Leadership, recognition and well-being: A moderated mediational model. *Canadian Journal of Administrative Sciences/Revue canadienne des sciences de l'administration*, 35(4), 523–534. doi:<https://doi.org/10.1002/cjas.1477>
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178. doi:<https://doi.org/10.2307/2092623>
- Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of hrm practice on employee outcomes: An analysis of public sector workers. *Public Management Review*, 7(1), 1–24. doi:<https://doi.org/10.1080/1471903042000339392>
- Haas, D. F., & Deseran, F. A. (1981). Trust and symbolic exchange. *Social Psychology Quarterly*, 44(1), 3–13. doi:<https://doi.org/10.2307/3033857>
- Hart, A. M., & Gorfine, H. K. (1997). Abundance estimation of blacklip abalone (*haliotis rubra*) ii. a comparative evaluation of catch-effort, change-in-ratio, mark-recapture and diver-survey methods. *Fisheries Research*, 29(2), 171–183. doi:[https://doi.org/10.1016/S0165-7836\(96\)00529-2](https://doi.org/10.1016/S0165-7836(96)00529-2)
- Hart, A. M., & Russ, G. R. (1996). Response of herbivorous fishes to crown-of-thorns starfish *acanthaster planci* outbreaks. iii. age, growth, mortality and maturity indices of *acanthurus nigrofuscus*. *Marine Ecology Progress Series*, 136, 25–35. doi:<https://doi.org/10.3354/meps136025>

- Hofstede, G., & Bond, M. H. (1988). The confucius connection: From cultural roots to economic growth. *Organizational Dynamics*, 16(4), 5–21. doi:[https://doi.org/10.1016/0090-2616\(88\)90009-5](https://doi.org/10.1016/0090-2616(88)90009-5)
- Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85(5), 751–765. doi:<https://doi.org/10.1037/0021-9010.85.5.751>
- Kaluza, A. J., Boer, D., Buengeler, C., & van Dick, R. (2020). Leadership behaviour and leader self-reported well-being: A review, integration and meta-analytic examination. *Work & Stress*, 34(1), 34–56. doi:<https://doi.org/10.1080/02678373.2019.1617369>
- Kant, L., Skogstad, A., Torsheim, T., & Einarsen, S. (2013). Beware the angry leader: Trait anger and trait anxiety as predictors of petty tyranny. *The Leadership Quarterly*, 24(1), 106–124. doi:<https://doi.org/10.1016/j.leaqua.2012.08.005>
- Khanin, D. (2007). Contrasting burns and bass: Does the transactional-transformational paradigm live up to burns' philosophy of transforming leadership? *Journal of Leadership Studies*, 1(3), 7–25. doi:<https://doi.org/10.1002/jls.20022>
- Kirkbride, P. (2006). Developing transformational leaders: The full range leadership model in action. *Industrial and Commercial Training*, 38(1), 23–32. doi:<https://doi.org/10.1108/00197850610646016>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. doi:<https://doi.org/10.1177/001316447003000308>
- Kuoppala, J., Lamminpää, A., Liira, J., & Vainio, H. (2008). Leadership, job well-being, and health effects: a systematic review and a meta-analysis. *Journal of Occupational and Environmental Medicine*, 50(8), 904–915. doi:<https://doi.org/10.1097/JOM.0b013e31817e918d>
- Leslie, D. R., Holzhalb, C. M., & Holland, T. P. (1998). Measuring staff empowerment: Development of a worker empowerment scale. *Research on Social Work Practice*, 8(2), 212–222. doi:<https://doi.org/10.1177/104973159800800205>
- Leung, H. K. S. (2020). Unravelling paradoxical effects of leader-rated performance on follower turnover intention: A regulatory focus perspective. *International Journal of Business and Administrative Studies*, 6(1), 51–64. doi:<https://dx.doi.org/10.20469/ijbas.6.10005-1>
- Luthans, F., Avey, J. B., & Patera, J. L. (2008). Experimental analysis of a web-based training intervention to develop positive psychological capital. *Academy of Management Learning & Education*, 7(2), 209–221. doi:<https://doi.org/10.5465/amle.2008.32712618>
- Ma, X., & Jiang, W. (2018). Transformational leadership, transactional leadership, and employee creativity in entrepreneurial firms. *The Journal of Applied Behavioral Science*, 54(3), 302–324. doi:<https://doi.org/10.1177/0021886318764346>
- Masih, K., S. and Daniel, Daniel, I., Saher, S., & Hewawitharana, A. (2020). Affiliative and self-enhancing humor in leadership and their relationship to employee well-being and creativity via LMX. *Global Journal Of Emerging Sciences*, 2(1), 35–55. doi:<https://doi.org/10.37187/gjoes.0320.0201.05>
- Neal, A., Griffin, M. A., & Hart, P. M. (2000). The impact of organizational climate on safety climate and individual behavior. *Safety Science*, 34(1-3), 99–109. doi:[https://doi.org/10.1016/S0925-7535\(00\)00008-4](https://doi.org/10.1016/S0925-7535(00)00008-4)
- Northouse, P. G. (1997). Effective helping relationships: The role of power and control. *Health Education & Behavior*, 24(6), 703–706. doi:<https://doi.org/10.1177/109019819702400604>
- Özaralli, N. (2003). Effects of transformational leadership on empowerment and team effectiveness. *Leadership & Organization Development Journal*, 24(6), 335–344. doi:<https://doi.org/10.1108/01437730310494301>
- Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality: Narcissism, machiavellianism, and psychopathy. *Journal of Research in Personality*, 36(6), 556–563. doi:[https://doi.org/10.1016/S0092-6566\(02\)00505-6](https://doi.org/10.1016/S0092-6566(02)00505-6)
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262. doi:<https://doi.org/10.1037/0021-9010.82.2.262>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of*

- Applied Psychology*, 88(5), 879. doi:<https://doi.org/10.1037/0021-9010.88.5.879>
- Poole, M. S. (1985). Communication and organizational climates: Review, critique, and a new perspective. In *Organizational communication: Traditional themes and new directions* (Vol. 13, pp. 79–108). Beverly Hills, CA: Sage.
- Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and managing cynicism about organizational change. *Academy of Management Perspectives*, 11(1), 48–59. doi:<https://doi.org/10.5465/ame.1997.9707100659>
- Samad, A., Muchiri, M., & Shahid, S. (2021). Investigating leadership and employee well-being in higher education. *Personnel Review (Just Accepted)*. doi:<https://doi.org/10.1108/PR-05-2020-0340>
- Sejera, S. G. (2018). Culturally derived leadership qualities: Dispositional resilience among societies. *Journal of Administrative and Business Studies*, 4(2), 81–89. doi:<https://doi.org/10.20474/jabs-4.2.3>
- Seltzer, J., & Bass, B. M. (1990). Transformational leadership: Beyond initiation and consideration. *Journal of Management*, 16(4), 693–703. doi:<https://doi.org/10.1177/014920639001600403>
- Sosik, J. J., Avolio, B. J., & Kahai, S. S. (1997). Effects of leadership style and anonymity on group potency and effectiveness in a group decision support system environment. *Journal of Applied Psychology*, 82(1), 89–103. doi:<https://doi.org/10.1037/0021-9010.82.1.89>
- Spector, P. E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, 9(2), 221–232. doi:<https://doi.org/10.1177/1094428105284955>
- Staves, M. P., Wayne, R., & Leopold, A. C. (1997). The effect of the external medium on the gravitropic curvature of rice (*oryza sativa*, poaceae) roots. *American Journal of Botany*, 84(11), 1522–1529. doi:<https://doi.org/10.2307/2446613>
- Thite, M. (2000). Leadership styles in information technology projects. *International Journal of Project Management*, 18(4), 235–241. doi:[https://doi.org/10.1016/S0263-7863\(99\)00021-6](https://doi.org/10.1016/S0263-7863(99)00021-6)
- Turnipseed, D. L. (1988). An integrated, interactive model of organisational climate, culture and effectiveness. *Leadership & Organization Development Journal*, 9(5), 17–21. doi:<https://doi.org/10.1108/eb053644>
- Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, 29(4), 511–532. doi:<https://doi.org/10.1016/S0149-2063.03.00023-0>
- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188–204. doi:<https://doi.org/10.1016/j.hrmr.2015.01.004>
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, 10(2), 285–305. doi:[https://doi.org/10.1016/S1048-9843\(99\)00013-2](https://doi.org/10.1016/S1048-9843(99)00013-2)