

The Impact of the Managers' Management and Leadership Style on Organizational Profitability and Employees' Performance in the Arab Sector of Israel

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Abstract

The existing research suggests that leadership styles significantly influence their employees' career prospects. However, this literature analysis found that management approaches, as applied specifically toward Israel's Arab sector workforce, lacked critical insight. This research investigated how distinct managerial approaches impact factors such as employee motivation, impacts of leadership styles on organisational culture and employee satisfaction, and performance to bridge this information gap. Using survey methods, this study featured 400 employees from the Arab sector across several organisations using purposive sampling. The results suggest that the sort of leadership managers choose to exercise plays a significant role in shaping different aspects of their employee's work assignments. Additionally, Job satisfaction, performance, and employee engagement were positively correlated.

Keywords: Leadership styles, employee performance, organisational culture, employee engagement, motivation,

Introduction

Leadership is a fundamental element in powering the success and profitability of organisations in any context (Abu-Younnis et al., 2022). The unique socio-cultural setting faced by businesses in the Arab sector of Israel makes good Leadership even more indispensable. The Arab sector is an important aspect that contributes to Israeli society with its share of rich cultural history and diverse economy. Despite its significance for Israeli society, vitality often remains unachieved due to numerous impediments faced by business entities operating within its boundaries. These hurdles have hugely affected businesses preventing them from achieving

optimal profitability and performance (Abu-Younnis et al., 2022). The Arab sector in Israel presents a distinctive business landscape influenced by a complex blend of factors such as language barriers, socio-cultural differences, limited access to resources and impending political constraints. Leaders in this part of the world are faced with these challenges every day. Thus, they must possess strong cultural sensitivity and adaptability to build a diverse and inclusive work environment.

Promoting sustainable growth in such intricate circumstances requires comprehending how different leadership styles can impact organisational success positively or negatively. Leadership is a dynamic process impacted by multiple aspects which drive its efficacy or ineffectiveness. Integrating different leadership styles into an organisational culture impacts many components, such as decision-making processes, employee morale, companywide performance & many other factors. Recognising what resonates with Arab cultural values matters when managing the workforce's aspirations towards organisational growth & innovation in Israel. Employing a specifically targeted style could lead to better employee engagement, promoting collaboration and inspiring employees to succeed together. Considering these factors, it is necessary to consider the general principles of leadership styles and their possible impacts while acknowledging the cultural, social and economic factors within the Israeli Arab sector.

Background

Arabs constitute an important part of the Israeli population, culture and economy (Arar & Abu Nasra, 2019). However, they continue to face many challenges at almost levels of the economy despite other organisations in this sector thriving. The profound difference in leadership style can explain this difference. Thus, To advance sustainable progress and ameliorate the social and economic prosperity of the Arab sector in Israel, it is essential to understand how leadership styles affect profitability and performance.

According to Bass (2019), leadership involves interpersonal influence that usually occurs through communication systems to achieve organisational goals. This idea has been supported by earlier studies Torrance et al., (2021).), revealing the influence of leadership on both organisations and individuals. Also, as confirmed by Torrance et al., (2021) , leaders who can motivate their followers towards positive outcomes for the organisation are more valuable than any other resource. Therefore cultivating positive employee attitudes and performance through Leadership is indispensable for organisational success, as underscored by work done by Howieson (2019).

Although there has been extensive research on the role of work engagements in an organisation's performance and profitability, its intervention between leadership and employee outcomes remains unaddressed in the Arab-Israel sector Bass (2019). In this context, this research investigates how different leadership styles impact employees' affective commitment and organisation. This article emphasises the importance of incorporating work engagement as an essential in intervening mechanism that shapes the relationship between leaders and their employees.

Literature Review

According to Bass (2019) two leadership styles are popular in modern organisations. These are transformational and transactional leadership. Transformational leaders are known for their ability to inspire and motivate followers to achieve extraordinary outcomes while experiencing personal growth. These leaders focus significantly on vision, charisma, and intellectual stimulation to galvanise individuals within the workforce to surpass their expectations (Jacobsen et al., 2022). Through fostering a sense of deeper purpose among team members and a passion for what they do on the job every day whilst endorsing innovation and change as drivers of success, Transformational Leaders can help colleagues realise greater success than is normally possible through traditional management methods.

Transactional Leadership prioritises stability, efficiency, and clear communication with followers (Ali, 2021). According to Ali (2021), leaders who adopt this style shape performance standards, define expectations and set specific goals relevant to their organisation or team. They also establish favourable reward systems for those who meet or exceed these standards (Jacobsen et al., 2022). Furthermore, they proactively oversee progress through a management-by-exception approach to ensure strict compliance with established rules. This style shines in companies that function best under defined routines and structured workflows leading up to predictable outcomes; it provides guidance that helps keep productivity levels high. Modern-day organisations require leaders who can seamlessly blend transactional and transformational elements, achieving optimal team outcomes. This approach involves bringing structure through transaction-style management while igniting inspiration embedded in theoretical principles underpinning the transformation style, simultaneously driving necessary changes in dynamic organisational settings. Effective leaders achieve this balance by setting realistic short-term targets based on measurable outcomes and long-term aspirations resting on meaningful purpose that empowers employees towards collective synergy driven by consistent improvement. Thus, adopting this dual approach creates dynamic organisational cultures that encourage individual contributions leading to mutual growth.

Moreover, offering support and mentorship helps employees develop skills while achieving personal goals optimally within company policies. As a result of such efforts by Transformational leaders, a positive work atmosphere is achieved (Ali, 2021). This leads to improved employee satisfaction rates while sustaining higher levels of dedication from workers, thereby leading to improvements across all areas, such as sales performance or customer retention.

A leader embodies an individual that guides others in a way that affects their behaviour or that of a group. Nasra & Arar (2020) suggest that leaders and followers impact each other

mutually to accomplish organisational objectives effectively. Nasra & Arar (2020) defines leadership as the art of motivating followers by inspiring them to use their drive to pursue common goals. Successful Leadership is one's ability to motivate a team to accomplish shared milestones efficiently, To be an effective leader means constantly considering employee welfare, such as employee motivation and engagement (Abu-Younnis et al., 2022).

A leader plays an integral role in organisational success by creating a working environment where employees feel motivated and empowered through guidance on how personal goals align with the organisation's expectations. With such encouragement, workers feel more creatively stimulated when tackling complex problems (Ibrahim & Daniel, 2019). Typically, this also leads to improved productivity and quicker results.

Leadership Styles

As cited by Abu Nasra & Arar (2020), leadership styles outline guidelines that managers use in directing team members. To achieve seamless organisational operations, it bears great importance that leaders adopt effective management practices. Each leader's approach towards managing their subordinates hinges on the type of leniency employed, and this refers to a crucial aspect of developing personal individuality in management practices. It is important to note that different professional leaders always apply multiple leadership methods based on individual scenarios. This facilitates them to pinpoint what technique works best in each circumstance and use it appropriately (Hosseini et al., 2020).

Motivation, Leadership and Management

Motivation and effective management are critical components of successful organisations. One relevant study by Khan (2020) yielded important findings relating manager

behaviour to employee well-being. The study highlighted the positive effects experienced by workers who reported strong relationships with their bosses and increased levels of occupationally-based drive as predictors of favourable job satisfaction ratings, both now and in future. Also, the study concluded that higher satisfaction levels, in turn, predicted higher levels of organisational culture performance.

Another research study by Chua & Ayoko (2021) into employees' motivations and performance outcomes analyses how individual behaviours and personal attitudes within a team-based context play a major role in determining work performance standards. The proposed theoretical model developed by Chua and Ayoko (2021) asserts that employees' perceptions on leadership influence their workplace involvement through diverse self-driven inspiration. This study concludes a positive connection between leadership qualities with inspiration in workplace environment. Moreover, these findings imply that employee-driven inspiration levels mediate the correlation that links good management to worker commitment. Further evidence based on mitigation mechanisms within this subject area reveals strategies where transformational leaderships have illustrated heightened capacity to improve worker skills and innovation levels, subsequently impacting performance (Chua and Ayoko, 2021).

Leadership and Organisational Performance

Numerous studies have investigated how Leadership affects organisational performance. By providing direction and a sense of purpose to employees, leaders are integral in driving employee productivity towards collective goals, thus sustaining operational excellence across organisations (Ibrahim & Daniel, 2019). Consequently, identifying effective leaders becomes pivotal when measuring an organisation's overall progress. Evidence gathered over several decades reinforces how ably skilled leaders positively impact employee job satisfaction and overall performance (Chua & Ayoko, 2021).

Effective corporate governance largely hinges upon management's choice when it comes to adopting certain types of leadership styles. A given style will invariably set the tone for the company's underlying values and norms, affecting organisational behaviour and ultimately impacting performance. In their substantial analysis conducted across businesses throughout various industries, Ibrahim & Daniel (2019) clearly illustrate specific examples of organisational culture and performance metrics influenced by different styles of Leadership. Leadership plays a pivotal role in directing employee efforts towards goal achievement while managing resources efficiently to ensure optimal utilisation-which directly impacts overall organisation's performance metrics.

Manager's Leadership on Employees Perception

Job satisfaction denotes an individual's sense of accomplishment and general well-being experienced while carrying out their duties successfully. The positive emotional state arises when individuals appraise their work positively, leading to a positive emotional state towards it. This comes with intrinsic and extrinsic rewards, such as working conditions or promotions for some individuals (Eliyana & Ma'arif, 2019). Thus, this suggests that the extent to which employees are content with their jobs significantly affects their attitude towards work, making it critical to enhancing motivation levels, employee behaviour and performance. Furthermore, Asbari et al. (2021), highlight that effective management plays a fundamental role in cultivating job satisfaction in workers. By adopting the right leadership styles, managers can positively impact employee work satisfaction, dedication and overall productivity (Asbari et al., 2021)

Employee Involvement and Engagement

According to research by Karatepe, Rezapouraghdam, and Hassannia (2020), a servant leader actively seeks to give employees more agency and control. By doing so, they can promote engagement and involvement among staff members. This type of leader also encourages

innovation and growth and fosters a culture of advancement and inquiry at work Sopiahet al., (2020). The importance of engaging employees for organisational success has been documented in terms of financial returns, productivity levels, and client satisfaction ratings - among other appealing characteristics that an engaged workforce can bring (Sopiahet al., 2020).

Impact of Leaders on Organization Culture

One must recognise the far-reaching significance of how a manager's leadership style impacts organisational culture. Sopiahet al., (2020) found that leadership style plays a major role in shaping the values, beliefs, norms, and behaviours that define an organisation. Thus, an inclusive and participative leadership approach encourages employee engagement, collaboration and transparent communication, which foster trust in team members allowing them to feel empowered to contribute and create a supportive work environment that values each individual. Conversely, autocratic Leadership promotes top-down decision-making, often creating a hierarchy that limits employee autonomy and stifles the opportunities to develop positive, innovative ideas.

Effective managers understand that their leadership styles greatly impact organisational cultures. Management style pertains to how responsibilities are delegated, feedback is delivered, and performance is reviewed amongst employees at the workplace. Creating a culture of accountability where individual achievements are recognised without discrimination can lead to better engagement rates while instilling values of competition in employees' minds which fosters yearning for results in terms of achievements (Karatepe, Rezapouraghdam, and Hassannia, 2020). Furthermore, Eliyana & Ma'arif, (2019) suggest that leading with collaboration paves the way for better teamwork, resulting in employee development and progressive learning that results in shared success within the organisation. Therefore, it is important for managers to deal with conflict resolution proficiently while showing appreciation for employees' contributions,

however small they may seem, because these elements help shape employee attitudes towards work and improve overall organisational well-being.

Materials and Methods

This research required researchers to integrate quantitative data to examine a possible correlation between leadership styles and organisational performance. To achieve this study's goals, the research utilises mixed research methodology by studying the relationship between leadership styles and organisational performance in Israel's Arab sector. This study examines how two leadership styles predict organisational performance in factors such as revenue generation, labour productivity and financial stability. The sample size was 400 surveys with a proportionality value of 5% to represent a large sufficient sample size for this research process. The present study underscores objectivity as essential in securing its broader objectives. This endeavour was tied to our choice to adopt quantitative methods at every data collection stage. In keeping with this goal-driven process and drawing from Creswell's (2017) insights into analysing meaningful patterns emerging from statistical trends and reliance on key numeric data points central to personalised investigation requirements and design process. Hence, responses were collected through questionnaires from 400 staff members employed across diverse organisational fields within Israel's Arab sector.

Results

Our principal areas of inquiry focused on exploring connections between the perceived leadership styles of managers and job roles from various perspectives of the organizational culture and performance, such as employee satisfaction, task performance, motivation, and engagement levels.

Table 1: Testing for Variable Relationship

Variables	1	2	3	4	5

1. Job satisfaction	-				
2. Employee motivation	0.330*	0.299*	-		
3. Job performance	0.486*			-	
4. Employee engagement	0.430*	0.454*	0.640*	-	
5. Leadership style	0.290*	0.633*	0.588*	0.548*	-

To explore the connection between leadership style and various job aspects, a Correlation Matrix was utilized. Table 1 reveals a profound correlation between four essential features (Job satisfaction, Job performance, employees’ motivation, and employees’ engagement) and a manager's leadership style. Therefore, the results support the hypotheses.

To evaluate the initial hypothesis that suggests a positive correlation between the managers leadership style and the employee performance in the Arab sector of Israel, this study employed bivariate frequency and chi square tests.

Table 2: Bivariate frequency table for leadership style and employee performance

		Leadership Style			
		Low	Medium	High	Total
Employee Performance	Yes	40	100	44	184
	No	123	85	8	216
Total		163	185	52	400

After conducting statistical analysis via chi-square testing it has been established with reasonable certainty that an association exists between leadership styles and employee performance based on our research data ($p < 0.05$). The findings showed a calculated chi square value of 61.845 which surpassed the indicative tabulation value of 6, confirming our hypothesis' validity regarding this relationship between these variables in this specific context with respect to leadership in organizations.

The second hypothesis posits that the leadership style demonstrated by managers has a favorable impact on employee job performance within the Arab sector in Israel. To verify this claim, we subjected it to a t-value test.

Table 3: T-test for hypothesis

<i>Leadership Style</i>	N	Mean	SD	Difference in Mean	Calculate t value	Tabulated t value	Significance
<i>Employee Performance Yes</i>	148	69.25	17.95	28.40	13.92	1.85	Significant
<i>Employee Performance No</i>	102	40.20	14.53				

Discussion

This study aims to determine how management's chosen leadership approach affects their employees' job experiences, motivation, engagement, and job satisfaction with their work

environment within Israel's Arab sector. This study identified some noteworthy outcomes based on participants' survey responses throughout this investigation. The first among them is evident impacts upon varying aspects depending upon the chosen managerial approach. Additionally, mirroring correlations were found amongst notable factors such as improved results where both higher levels for overall job satisfaction and increased involvement levels played out within the workplace for staff members involved closely with their jobs. These were encouraging findings, given initial concerns raised about such topics during earlier phases before data collection started.

This study highlights the substantial affirmative correlation between three variables: job satisfaction, job performance, and employee engagement. Additionally, prior research by Arar & Abu Nasra, (2019) had already identified similar links. Arar & Abu Nasra (2019) conclusions add to this growing body of evidence by demonstrating how effective leadership can positively impact these factors. This implies that the higher the level of leadership the better the likelihood of satisfied employees performing their jobs remarkably well. Along these lines, Torrance, et al., (2021) investigations assert an affirmative association between leadership and job satisfaction and organizational performance.

These findings can be analyzed and understood better using Herzberg's Two-Factor Theory of Motivation. The theory asserts that an employee's motive at work is significantly influenced by achievement, recognition at work, nature at work, available growth opportunities, and superiors' mentorship (Bhatt et al., 2022). Additionally, results show that fulfilling and satisfying results arrive when leaders assure employees that it is possible to meet their targets. On the other hand, not involving employees during the critical phase often makes them dissatisfied or feel left out, which takes away any sense of accomplishment as they do not feel their involvement in the process.

To promote employee satisfaction and motivation, it is critical to have effective communication and engagement within the workplace. Abu-Younnis, et al., (2022) research (2020) indicates that managers will require some level of recurrent skills to successfully motivate staff towards achieving company goals and gaining the support of all stakeholders. Clear communication of job expectations is also paramount in articulating this vision. Employees are said to have an affective commitment when they develop an emotional connection beyond merely fulfilling job duties at their workplace. Researchers Allen & Meyer define this concept as a sense of identification with the organization that grows out of feelings of involvement (Khan & Iqbal, 2020). As observed from Khan & Iqbal (2020) research, low levels of intention to leave a job are observed among workers with highly developed affective commitments. The idea of strong correlation is further reinforced by additional research suggesting a relationship between high levels of affective commitment and increased job satisfaction, signaling its importance in fostering positive work-related attitudes and behaviours.

Implication

The research shows how leaders' and supervisors' conduct may affect employee behaviour within Israel's Arab sector. It recommends that businesses recognize the value of nurturing effective leaders by emphasizing organizational leadership development. Strengthening the skills of existing managers is an opportunity worth considering, which will enable them with meaningful techniques for promoting positive working relationships between team members while retaining job satisfaction for all involved. Across-the-board implementation of customized training programs should take note of local management norms so as not to cause undue resistance by adopting foreign practices.

The data collected from this research underlines how crucial it is for companies operating in Israel's Arab sector to recruit visionary and empathetic leaders who can boost organizational performance while helping achieve set goals. This necessitates prioritizing knowledgeable

individuals when selecting new leaders, specifically those with expertise in leadership strategies and how these shape employee conduct within work settings. Additionally, based on these findings, such companies should focus on widening their comprehension regarding diverse leadership methods to inspire employees towards more effective outcomes.

Limitations

The results from this study demand thorough interpretation because of several limitations faced. First, the research design restricts the ability to establish causality amongst the variables being studied. To mitigate this, future studies should adopt longitudinal research methods which ensure an accurate assessment of cause-and-effect relationships (Baden et al., 2022). Moreover, focusing primarily on the Israeli Arab sector places potential constraints on generalizability; thus, expanding into diverse European contexts through a larger sample size would provide better validity for these findings.

Also, the research relies solely on one source of information; thus, it can be prone to biasness. Hence future investigations should consider exploring multiple sources of information to remedy this situation. Another limitation lies in using self-response measures, which can result in self-bias. Therefore, it is important to note that our research only partially investigated all aspects of work engagement. This includes dimensions such as vigour, dedication and absorption. Therefore, further analyses should be exclusively centred around these specific components as separate outcome variables to enhance the depth of knowledge around this topic area. Furthermore, our study examined how leadership styles impact workers' levels of work engagement. Future research should explore additional intervening factors like job characteristics whilst considering respondents' demographic data for more detailed insights. Therefore, future research should consider replicating these results in other controls and contexts.

Also, this study is limited to transactional and transformational leadership. Therefore, future research should consider in-depth examining the dimensions of transactional and

transformational leadership effects on work-related outcomes. Researchers need to comprehend each dimension's predictive power towards such outcomes fully. Moreover, exploring different leadership styles, such as servant leadership or ethical leadership within an Israeli Arab sector, can offer insights into their effects on work-related attitudes and behaviours

Conclusion

The examination of research findings shows an undeniable connection between a manager's leadership style and employee job satisfaction levels, motivation towards work activities, quality of performance exhibited on the job, and overall enthusiasm towards company objectives. Leaders who have mastered essential leadership competencies while tailoring these skills towards suitable leadership approaches will likely create a workplace atmosphere characterized by increased employee contentment. Additionally, expressing support for workers through various engagements will be accountable for decisive improvements in staff satisfaction levels. The outcome of this research underlines a call into duty for managers across various organizations to evaluate preferred followership requirements before adopting relevant, appropriate management styles capable of building employee confidence during different tasks.

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