



The Effect of Leadership on Job Satisfaction Within Organizations in Congo Brazzaville

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ABSTRACT

This article delves into how leadership styles. Transactional and laissez faire. Impact job satisfaction, within organizations in Brazzaville, Republic of Congo. The results indicate that transformational leadership has the influence on job satisfaction due, to effective communication of vision and promotion of creativity. Transactional leadership demonstrates a effect when there are clear expectations and rewards provided. On the hand laissez faire leadership shows impact, highlighted by its lack of effectiveness, in promoting employee happiness. The research underscores the importance of leadership, in boosting employee morale and engagement within contemporary work settings that incorporate hybrid and remote work arrangements. It also sheds light on areas where leadership approaches may fall short and suggests steps for enhancing job satisfaction through leadership training initiatives. These findings add to the expanding body of knowledge on leadership. Provide helpful advice, for leaders looking to adapt their strategies to meet the changing demands of today's workforce.

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1. INTRODUCTION

Leadership is an important determinant of organizational performance and employee well-being (Sampa and Hossain, 2024). It has a direct effect on employee motivation, engagement, and job satisfaction, which are key to driving productivity, retention, and organizational performance. Leadership styles, including transformational, transactional, and laissez-faire, have a significant impact on workplace dynamics. Transformational leadership, which involves vision, inspiration, and individual consideration, is always associated with increased employee satisfaction and engagement (Hossain and Nur, 2024). Transactional leadership, by its clearly defined expectations and rewards, is contingently effective, while laissez-faire leadership with its lack of direction invariably leads to disengagement and discontent. Within the Brazzaville context of the Republic of Congo, the mutual interdependence between leadership styles and employee job satisfaction is especially applicable to the peculiar socio-economic realities and organizational contexts. Organizations in the region are today adopting post-pandemic realities such as the uptake of hybrid and virtual work cultures, alongside shifting employee expectations regarding flexibility and meaningful engagement. It is essential to comprehend the influence of various leadership styles on job satisfaction in the changing context to enhance the well-being of employees and improve organizational resilience.

Despite the prevalence of literature on leadership styles and their impacts on organizational outcomes, much remains to be understood about their specific impacts on job satisfaction in Brazzaville. The socio-economic and cultural context of the area, contrasted against post-pandemic stressors, creates a unique environment in which leadership theory internationally might have muted applicability. Additionally, transformations toward hybrid and virtual workplaces have introduced challenges summoning renewed scholarship on leadership effectiveness. Current research is not inclined to study why transformational leadership leads to satisfaction, how transactional leadership contingencies influence, or why laissez-faire leadership does not function, even within the context of Brazzaville's work force culture.

The aim of this research is to analyze the connection between job satisfaction and leadership styles in organizations within Brazzaville. The following particular objectives are:

- •To quantify the effect of transformational leadership on job satisfaction.
- •To investigate the function of transactional leadership in affecting employee satisfaction.
- •To analyze the effect of laissez-faire leadership on job satisfaction.
- •To offer practical suggestions to managers on how to increase employee satisfaction and engagement.

By achieving these objectives, the study aims to bridge existing research gaps and provide actionable information to organizations and leaders to ensure leadership practice is aligned with the evolving demands of the modern workforce. The study contributes to global leadership discourse while providing region-specific information that informs effective leadership practice development in Brazzaville.

2. LITERATURE REVIEW

2.1 Overview of Leadership Styles

Leadership styles are robust predictors of organizational outcomes, influencing job satisfaction, employee engagement, and overall performance. Among the many styles, transformational, transactional, and laissez-faire leadership have been widely studied for their varied effects on employees (Hossain et al., 2024). Transformational leadership is often highlighted for its ability to motivate and inspire employees, while transactional leadership relies on formal rewards and expectations. Laissez-faire leadership is characterized by low involvement, which can lead to disengagement. Transformational leadership entails motivating workers through a vision, encouraging innovation, and establishing trust. Bass and Riggio (2015) note its potential to enhance worker engagement and job satisfaction through individualized consideration and intellectual stimulation. Avolio, Kahai, and Dodge (2021) also refer to its success in virtual teams, where transformational leaders experience high worker satisfaction through positive relationships even in the face of physical distances. There are other researches, including Choi et al. (2016), and Liu and Mao (2020), which have established the mediating role of psychological empowerment in the transformational leadership and job satisfaction link. This type of leadership also facilitates innovation and creativity, as found in Mittal and Dhar (2015) and Ebrahimi et al. (2016), and is therefore a key motivator of worker satisfaction in turbulent and competitive contexts.

Transactional leadership is centered on structure, rewards, and performance monitoring. While it may be extremely good in achieving short-term objectives, it typically lacks the emotional and psychological commitment that is fostered by transformational leadership. Iqbal, Anwar, and Haider (2015) and Saleem (2015) confirmed that transactional leadership has a positive impact on job satisfaction via the delivery of transparent expectations and extrinsic rewards. However, its application of extrinsic motivation limits its capacity to motivate long-term employee commitment and satisfaction. Gozukara and Simsek (2016) suggest that transactional leadership functions best when complemented with transformational behaviors in a bid to balance structure and engagement. Laissez-faire leadership, typified by minimum direction and interference, has also been faulted for its negative impact on satisfaction at work. Chaudhry and Javed (2017) posited that laissez-faire leadership is negatively correlated with a sense of satisfaction, particularly under stressful or problematic environments. Khan, Rajasekar, and Al Asmi (2022) note that laissez-faire leadership works particularly poorly in the context of remote working regimes, where employees require more intervention and support in order to maintain their motivation levels and productivity levels.

2.2 Connection Between Leadership Styles and Job Satisfaction

Job satisfaction is a condition where employees feel satisfied and content in their work. It is greatly influenced by leadership styles. Transformational leadership has been mainly linked with greater job satisfaction levels due to its ability to facilitate trust, empowerment, and involvement (Kim & Shin, 2017; Nguyen et al., 2020). Studies by Sun and Henderson (2017) and Eliyana and Ma'arif (2019) show that transformational leadership enhances organizational trust, hence employee satisfaction. Transformational leadership enhances creativity and intrinsic motivation, as shown by Wang, Xie, and Cui (2020), and hence one of the major factors in keeping employees motivated.

Transactional leadership assists in job satisfaction by providing clarity and ensuring fairness in reward systems (Park & Lee, 2020). Its impact, however, is primarily extrinsic as it overlooks the psychological or emotional needs of workers (Pradhan & Jena, 2017). Laissez-faire leadership, conversely, is typically an impediment to job satisfaction because its lack of guidance and involvement provides room for uncertainty and disengagement among workers (Li & Sun, 2015; Chaudhry & Javed, 2017). The mediating roles of trust, psychological empowerment, and organizational culture also make the leadership style-job satisfaction relationship more complex. Linden and Wayne (2017) and Miao et al. (2014) observe that the mediators play a vital role in specifying the process by which leadership behavior is translated into worker satisfaction. Leadership styles with trust- and empowerment-generation have higher probabilities of resulting in better outcomes for both job satisfaction and organizational performance.

2.3 Gaps in Existing Research studies

Despite the vast body of literature on leadership types and job satisfaction, several gaps remain. Much of the literature focuses on Western environments, with minimal exploration of organizational and cultural nuances in places like Brazzaville. The evolution of

hybrid and distant work arrangements brings an additional complexity, as practices of leadership must adapt to such evolving environments (Avolio et al., 2021; Khan et al., 2022). Additionally, while transformational leadership has been well documented for its positive impact, fewer efforts have been made in trying to investigate the interplay of different styles and their combined impact on job satisfaction. Studies will also overlook the moderating role of demographics, organizational culture, and work structures on the leadership-job satisfaction relationship (Le & Lei, 2019). Subsequent research must adjust for such variables to establish a richer profile of the influence of leadership style on satisfaction across different contexts. This research makes such attempts by conducting an examination of the direct influence of transformational, transactional, and laissez-faire leadership on job satisfaction in Brazzaville, developing region-specific data to add to the broader literature of effective styles of leadership. By integrating such evidence, this study seeks to inform further understanding of the leadership function in building job satisfaction, with applied implications for organizations to formulate leadership approaches that are responsive to the changing needs of employees.

3. METHODOLOGY

3.1 Research Design

This study employed a quantitative research design involving a survey to explore the impact of transformational, transactional, and laissez-faire leadership styles on job satisfaction in Brazzaville, Republic of Congo. Regression analysis was the primary statistical method used to test the significance and magnitude of these associations.

3.2 Population and Sample

The research focused on workers, from sectors in Brazzaville to include a mix of job positions and work setups (in person office-based workdays or a mix of office work) as well as various demographic backgrounds for diversity purposes. A selective sampling approach was used with a total of 117 participants, in the study.

3.3 Demographics Overview

Key demographic characteristics of the respondents are presented below:

1. Educational Levels of Respondents

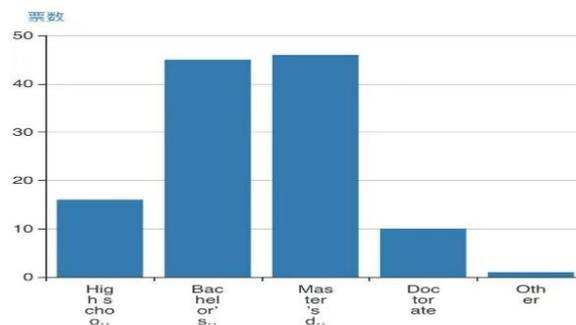


Fig.1: This graph illustrates the varying educational qualifications of the respondents, reflecting a wide range of professional backgrounds.

2. Gender Distribution

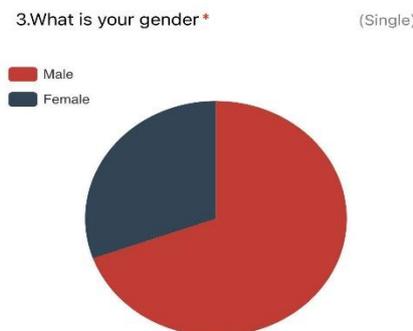


Fig. 2 Gender representation across respondents ensures balanced insights into leadership and job satisfaction dynamics.

3.4 Data Collection Tool

Data collection in the study was through a structured questionnaire, consisting of statements with Likert-scale items ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The survey had two parts:

- Leadership Styles: Items measuring attributes of transformational, transactional, and laissez-faire leadership.

- Job satisfaction with items assessing various intrinsic and extrinsic aspects like motivation, trust, and engagement at the workplace.

3.5 Variables

The following variables were analyzed in the study:

Table 1: Summary of Variables

Variable Type	Variable	Regression Insights
Dependent	Job Satisfaction (Y)	Overall employee satisfaction
Independent	Vision Communication (X ₁)	Significant positive impact (p < 0.001)
Independent	Encouragement of Creativity (X ₂)	Positive effect (p = 0.0295)
Independent	Clear Expectations and Rewards (X ₃)	Marginal impact (p = 0.0870)
Independent	Supervisor Absence (X ₄)	Negligible effect (p = 0.9456)

The regression analysis examines the impact of different leadership styles on job satisfaction (Y). Under transformational leadership, vision communication (X1) has a statistically significant positive effect on job satisfaction with a coefficient of 0.3233 and a p-value of less than 0.001, while encouragement of creativity (X2) also positively influences job satisfaction with a coefficient of 0.1981 and a p-value of 0.0295. In transactional leadership, clear expectations and rewards (X3) show a marginally significant positive effect on job satisfaction with a coefficient of 0.1566 and a p-value of 0.0870. Under laissez-faire leadership, supervisor absence (X4) has a negligible effect on job satisfaction with a coefficient of 0.0112 and a p-value of 0.9456, indicating no significant relationship.

4. REGRESSION ANALYSIS RESULTS

The table above outlines the results of a linear regression analysis conducted using the Least Squares method, aiming to model the relationship between a dependent variable Y and four independent variables (X1 through X4), based on a sample of 117 observations.

Table 2: Transformational Leadership (Vision Communication) on Job Satisfaction

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.865878	0.164057	5.277915	0.0000
X1(My supervisor communicates a clear vision for the future)	0.323311	0.093919	3.442444	0.0008
R-squared	0.093420	Mean dependent var		1.410256
Adjusted R-squared	0.085537	S.D. dependent var		0.493996
F-statistic	11.85042	Durbin-Watson stat		1.835019
Prob(F-statistic)	0.000805			

The analysis indicates that the constant term has a coefficient of 0.865878, suggesting that when transformational leadership (X1) is zero, the baseline job satisfaction is 0.866 on a scale from 0 to 1. The t-statistic of 5.277915 and p-value of 0.0000 confirm its statistical significance. The transformational leadership variable, representing how well a supervisor communicates a clear vision, has a coefficient of 0.323311, implying that job satisfaction increases by approximately 0.323 for every unit increase in leadership communication. The t-statistic of 3.442444 and p-value of 0.0008 confirm the significance of this relationship. The model's R-squared value of 0.0934 indicates that 9.34% of the variance in job satisfaction is explained by the independent variable, while the adjusted R-squared of 0.0855 suggests minimal overfitting. The F-statistic of 11.85042 with a p-value of 0.000805 demonstrates that the model is statistically significant. The Durbin-Watson statistic of 1.835 indicates no significant autocorrelation in the residuals, supporting the model's validity.

Table 3: Transformational Leadership (Encouragement of Creativity) on Job Satisfaction

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.112215	0.142445	7.808052	0.0000
X2(My supervisor encourages me to think creatively solve problems)	0.198130	0.089860	2.204877	0.0295

R-squared	0.040559	Mean dependent var	1.410256
Adjusted R-squared	0.032216	S.D. dependent var	0.493996
F-statistic	4.861482	Durbin-Watson stat	1.677253
Prob(F-statistic)	0.029453		

The regression analysis shows that the constant term has a coefficient of 1.112215, indicating that when a supervisor does not encourage creativity, the baseline job satisfaction is 1.112 on a scale from 0 to 1. The t-statistic of 7.808052 and p-value of 0.0000 confirm its statistical significance. The transformational leadership variable, specifically the supervisor's encouragement of creativity (X2), has a coefficient of 0.198130, suggesting that for every unit increase in creativity encouragement, job satisfaction increases by 0.198. This relationship is statistically significant with a t-statistic of 2.204877 and a p-value of 0.0295. The model's R-squared value of 0.0406 indicates that only 4.06% of the variance in job satisfaction is explained by this independent variable, while the adjusted R-squared of 0.0322 further confirms its limited explanatory power. The F-statistic of 4.861482 with a p-value of 0.029453 suggests that the model is statistically significant overall. The Durbin-Watson statistic of 1.677 indicates a moderate degree of autocorrelation in the residuals, though not to a problematic extent.

Table 4: Impact of Transactional Leadership (Expectations and Rewards) on Job Satisfaction

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.170674	0.146014	8.017552	0.0000
X3 (My supervisor sets clear expectations and rewards performance accordingly)	0.156598	0.090733	1.725921	0.0870
R-squared	0.025249	Mean dependent var	1.410256	
Adjusted R-squared	0.016773	S.D. dependent var	0.493996	
F-statistic	2.978803	Durbin-Watson stat	1.710163	
Prob(F-statistic)	0.087047			

The regression analysis shows that the constant term has a coefficient of 1.170674, suggesting that when a supervisor does not set clear expectations or reward performance, the baseline job satisfaction remains relatively high at 1.171. The t-statistic of 8.017552 and p-value of 0.0000 confirm its statistical significance. The transactional leadership variable, which measures how well a supervisor sets expectations and rewards performance (X3), has a coefficient of 0.156598, indicating that a unit increase in this factor leads to a 0.157 increase in job satisfaction. However, with a t-statistic of 1.725921 and a p-value of 0.0870, the effect is only marginally significant at the 10% level, suggesting a weaker but non-negligible relationship. The R-squared value of 0.0252 indicates that only 2.52% of the variance in job satisfaction is explained by this variable, implying that other factors play a larger role. The adjusted R-squared of 0.0168 further supports the limited explanatory power of the model. The F-statistic of 2.978803 with a p-value of 0.087047 suggests that the overall model is marginally significant at the 10% level, but not strong enough at the conventional 5% threshold. The Durbin-Watson statistic of 1.710 indicates slight positive autocorrelation in the residuals, though not at a concerning level.

Table 5: Impact of Laissez-Faire Leadership (Supervisor Absence) on Job Satisfaction

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.388785	0.317424	4.375174	0.0000
X4 (My supervisor is absent when I need guidance)	0.011215	0.164057	0.068360	0.9456
R-squared	0.000041	Mean dependent var	1.410256	

Adjusted R-squared	-0.008655	S.D. dependent var	0.493996
F-statistic	0.004673	Durbin-Watson stat	1.661266
Prob(F-statistic)	0.945618		

The regression analysis indicates that the constant term has a coefficient of 1.388785, meaning that when a supervisor is always available for guidance, the baseline job satisfaction is 1.389. The t-statistic of 4.375174 and p-value of 0.0000 confirm its statistical significance. However, the laissez-faire leadership variable, measuring supervisor absence when guidance is needed (X4), has a coefficient of 0.011215, suggesting a minimal and unexpected positive effect on job satisfaction. With a t-statistic of 0.068360 and a p-value of 0.9456, this relationship is not statistically significant. The R-squared value of 0.000041 indicates that supervisor absence explains virtually none of the variance in job satisfaction, and the adjusted R-squared of -0.008655 suggests that including this variable worsens the model’s explanatory power. The F-statistic of 0.004673 with a p-value of 0.945618 confirms the insignificance of the model overall. The Durbin-Watson statistic of 1.661 indicates moderate autocorrelation in the residuals, though not at a concerning level.

5. DISCUSSION

Transformational leadership emerged as the most significant predictor of job satisfaction, with vision communication and encouragement of creativity having substantial positive effects. Leaders who communicate a clear vision and empower employees to think creatively foster trust, motivation, and engagement. This aligns with previous studies (e.g., Bass & Riggio, 2015), which highlight the importance of inspirational leadership in enhancing employee outcomes. In Brazzaville's context, transformational leadership is particularly relevant given its ability to adapt to dynamic and evolving organizational challenges. The findings indicate that transactional leadership has a moderate but weaker impact on job satisfaction compared to transformational leadership. Setting clear expectations and rewarding performance provide structure and extrinsic motivation, but these factors alone may not foster deep engagement or intrinsic satisfaction. This supports the notion that while transactional practices are necessary for achieving short-term goals, they are less effective in addressing employees’ psychological and emotional needs.

The negligible impact of laissez-faire leadership highlights its ineffectiveness in enhancing job satisfaction, as employees reported dissatisfaction when leaders were absent or uninvolved, reinforcing the importance of active guidance and support. These findings align with prior research that critiques laissez-faire leadership for fostering disengagement and reduced productivity. For organizations in Brazzaville, the study suggests several practical implications: promoting transformational leadership by prioritizing vision communication and creativity encouragement to enhance employee satisfaction and engagement, using transactional leadership selectively by integrating structured practices like setting expectations and rewards while complementing them with transformational behaviors, and minimizing laissez-faire leadership to prevent employee disengagement and dissatisfaction.

6. CONCLUSION

The study investigated the relationship between transformational, transactional, and laissez-faire leadership styles and job satisfaction in Brazzaville, Republic of Congo, organizations. The study provided vital information on the varied impacts of these leadership styles. The findings highlight that transformational leadership plays the most significant role in job satisfaction. Most notably, vision communication and creative encouragement were identified to play a major role in the building of employee motivation, trust, and engagement. This necessitates leaders who motivate, innovate, and provide personalized support in response to the evolving expectations of the contemporary workforce. Transactional leadership had a marginally significant but moderate effect on job satisfaction. While the setting of expectations and reward for performance may activate extrinsic motivation, transactional leadership is not capable of delivering the intrinsic engagement required to sustain long-term satisfaction. It is best paired with transformational behaviors. Laissez-faire leadership, characterized by an absence of active involvement, showed no significant impact on job satisfaction. The findings confirm that hands-off leadership practices often fail to meet employees’ needs for guidance and support, leading to disengagement and dissatisfaction. While this research contributes to the body of literature on leadership dynamics in Brazzaville, it also highlights what requires investigation. Future studies must examine the role of intervening variables such as organizational culture, demographic considerations, and work arrangements (on-site, hybrid, remote) in the leader-job satisfaction relationship. Additionally, expansion of scope to other geographic locations or sectors could potentially provide an even more comprehensive picture of leadership's contribution to modern organizational environments.

In conclusion, leadership is at the center of job satisfaction generation and, as an extension, organizational performance. Transformational leadership, in particular, is a core tool for addressing the challenges of the contemporary workplace, with employees being engaged, motivated, and aligned to organizational goals. As a benchmark of leadership practices, these research findings can be used by Brazzaville organizations to develop a more satisfying and performing workforce.

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