



# Investigating The Impact Of Transformational Leadership On Job Performance: The Mediating Impact Of Employee Engagement And Job Satisfaction

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## ABSTRACT

Job performance influences overall organizational effectiveness by shaping employee morale, engagement, and retention levels. While different leadership styles affect job performance, this study examines the effect of transformational leadership, employee engagement, and job satisfaction on job performance. Supported by the Social exchange Theory (SCT), data is gathered by using 392 structured questionnaires from the Ministry of Interior, United Arab Emirates. Employing Partial Least Square Structural Equation modelling (PLS-SEM) revealed that transformational leadership has a significant impact on job performance of the employees of the Ministry of Interior (MOI), UAE. Besides, the proposed impacts of transformational leadership on job satisfaction and employee engagement also remained significant. Finally, it is found that jobs satisfaction and employee engagement are significant factors that mediate the job performance of the employees in the relevant organization. Altogether, these findings indicate the significant role of transformational leadership and mediation of job satisfaction and employee engagement on shaping the job performance of MOI as a major public sector organization. Therefore, this research highlighted the role of transformational leadership in the MOI that will also help the readers to acknowledge the significance of transformational leadership in an organization. Finally, study recommendations and limitations are discussed accordingly.

**Keywords:** Job Performance, Transformational Leadership, Job Satisfaction, Employee Engagement, Ministry of Interior, United Arab Emirates.

## 1. Introduction

Job performance influences organizational effectiveness by shaping employee morale, engagement, and retention levels (Yaser Alraei et al., 2020). Employees who consider their efforts meaningful and impactful are likelier to undergo job satisfaction and remain committed to organizational objectives. Higher levels of job performance contribute to a positive organizational reputation, attracting top talent and promoting a culture of excellence and continuous improvement. By recognizing and rewarding exceptional performance, organizations can support desired behaviours and cultivate a work environment conducive to employee growth, development, and job satisfaction (Manzoor et al., 2019). Thus, the importance of job performance transcends individual tasks and responsibilities, catalyzing organizational growth, competitiveness, and sustainable success in today's dynamic business landscape. As a multifaceted construct, job performance encompasses task fulfilment and work outcomes' quality, efficiency, and effectiveness (Valckx et al., 2020). While different leadership styles affect job performance, this study examines the relationship between transformational leadership, employee engagement, and job satisfaction on job performance. As a multifaceted construct, job performance encompasses task completion and the quality, efficiency, and effectiveness of work outcomes (Aldarmaki, 2017). Transformational leadership, acknowledged for its ability to inspire and motivate followers towards a shared vision, is pivotal in shaping organizational dynamics. Leaders who show transformational qualities empower employees, promote innovation, and encourage a sense of purpose within the workplace. However, examining how these leadership behaviours translate into discernible improvements in job performance is imperative (Tayal et al., 2018).

Existing research indicates that job performance can be improved by applying transformational leadership (Holman, 2019). Scholars and practitioners alike have long espoused the virtues of transformational leadership in motivating employees, encouraging innovation, and driving organizational success (Kadiri & Jimoh, 2020). However, current empirical studies have presented a substantial picture concerning the impact of transformational leadership on job performance, showing a spectrum of results ranging from positive to negative (Belias & Koustelios, 2018; Putra et al., 2020; Shahzad et al., 2017). Depositing this scholarly discourse, it becomes imperative to critically assess the existing body of literature, revealing the effect of the relationship between transformational leadership and job performance. By examining the multifaceted nature of the relevant phenomenon, researchers can acquire practical insights into the conditions under which transformational leadership influences job performance and the possible impediments or limitations that may hinder its efficacy. This study aims to contribute to an in-depth understanding of the interaction between leadership behaviors and employee performance outcomes through a comprehensive synthesis of empirical evidence and theoretical frameworks. The debate surrounding the effect of transformational leadership on job performance has become increasingly intricate, as evidenced by myriad findings in the literature (Arif, 2021; Buil et al., 2019; Hai et al., 2021; Jnaneswar & Ranjit, 2020). While some studies assert a positive relationship between transformational leadership behaviors and improved job performance, others have shown instances where the effects may not always be beneficial (Boamah et al., 2018; Eliyana et al., 2019; Howladar et al., 2018). These recent studies challenge the conventional understanding surrounding the unequivocally positive impact of transformational leadership on job performance, prompting a closer examination of the underlying mechanisms and contextual factors.

### **Study Objectives and Significance**

While different leadership styles affect job performance, this study examines the effect of transformational leadership, employee engagement, and job satisfaction on job performance. The significance of current research can be determined by the fact that it aims to deal with the concept of transformational leadership, which is a highly considerable topic in the Middle Eastern region particularly in the United Arab Emirates. The relevant leadership style affects how lower levels of an organization operate. Practically speaking, transformational leadership is highlighted in the public sector scenario that can also help organizational stakeholders to prepare their workforce to confront new challenges and improve their performance. From the theoretical point of view, this research provides several insights regarding the applicability of Social Exchange Theory on public sector organizations. As transformational leadership is one of the most studied phenomena, this study will further support the existing literature witnessing its role as flexible, confident, and supportive leadership style.

## **2. Review of Literature**

### **2.1 Social Exchange Theory**

The Social Exchange Theory of management formally supports this research. Social exchange theory (SET) suggests that employees' behavior is guided by their desire to minimize negative experiences and maximize positive experiences through social interactions, considering the costs and benefits involved. SET explains how various factors within a situation influence one another, as the relationship between employees and leaders in organizations is based on reciprocity. The concept of reciprocation plays a more significant role in employee engagement than is commonly perceived. According to Chernyak-Hai (2018), employees determine their level of commitment to the work based on perceived support and a sense of belonging within the organization. Work engagement and performance imply different indicators of employee success, i.e., clients' perception of service quality, profitability, and productivity. Committed employees exhibit effective and energetic communication skills compared to their disengaged counterparts and manage better with job demands. The relevance of social exchange theory with the current research is apparent. One rudimentary concept of Social Exchange Theory is the idea of reciprocity (Broek, 2021).

In the current research, the transformational leadership style is proposed as a mechanism for leaders to engage in positive exchanges with their subordinates. Leaders who show transformational qualities, such as inspiration and intellectual stimulation, are likely to form an environment where employees feel appreciated and respected. This positive exchange can lead to improved job performance, as employees are motivated to return the positive treatment they receive. Furthermore, the idea of perceived fairness is applicable as the employees evaluate the fairness of their interactions and relationships with leaders and coworkers. Transformational leadership, with its focus on individualized consideration and concern for the well-being of employees (Cropanzano et al., 2019) may contribute to a perceived fair exchange. This perception of fairness is important for cultivating a positive organizational culture, job satisfaction, and employee engagement, all of which are essential factors exhibited in this research. Figure 1 illustrates the conceptual framework of current research.

### **2.2 Transformational Leadership and Job Performance**

According to Azim et al. (2019), transformational leaders encourage their followers to achieve exceptional performance using intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. Studies have invariably shown that transformational leadership positively impacts job

performance, including task performance, contextual performance, and innovation. These leaders are also practical in promoting employee development, and creating a positive work environment, leading to improved productivity, organizational commitment, and overall organizational success. Another study by Maharani et al. (2018) also investigated the role of Organizational Citizenship Behavior (OCB) in mediating the impact of transformational leadership and job satisfaction on employee performance in Bank Syariah Mandiri in Malang. The sample consisted of 61 employees selected using proportional random sampling. The results showed that transformational leadership significantly impacts employee performance and job satisfaction. Organizational Citizenship Behavior also had a significant direct effect on employee performance, but its mediation on the relationship between transformational leadership and employee performance remained insignificant. Besides, Organizational Citizenship Behavior was found to mediate the effect of job satisfaction on employee performance, indicating that transformational leadership, job satisfaction, and Organizational Citizenship Behavior are valuable components of an organization and can become a core competency to enhance organizational performance and achieve a competitive advantage in the rapidly transforming business environment. Thus, it is hypothesized that:

**H1:** Transformational leadership has a positive effect on employees' job performance.

### 2.3 Transformational Leadership and Job Satisfaction

According to Liu et al. (2018), transformational leadership style is positively associated with job satisfaction among public sector employees. Individuals with strong leadership are more likely to find meaning and purpose in their work, which can lead to higher job satisfaction. Furthermore, public sector employees with high levels of job satisfaction show more positive behaviors, such as higher job performance and reduced turnover. To further affirm this, Belias and Koustelios (2018) examined the relationship between transformational leadership and the levels of job satisfaction reported by employees in the government banking sector. The results generated from the systematic review showed that contemporary work-related factors such as job satisfaction are related to employees' interactions with colleagues and leaders, their performance, and their views about the organization's distinctive culture. Also, the employee's preference for a certain leadership style was influenced by different factors, including demographic characteristics. Thus, the reciprocal relationship between organizational culture and transformational leadership in relation to job satisfaction in the banking sector is illuminated in this review, leading to the formulation of several conclusions and recommendations. In their study, Boamah et al. (2018) examined the transformational leadership regarding its relation to job satisfaction in healthcare section. Data gathered from 300 healthcare employees revealed that transformational leadership is a useful strategy to keep the employee motivated and involved in performing their professional tasks. Also, the relevant leadership style remained strongly indicated to improved job performance. Thus, it is hypothesized that.

**H2.** Transformational leadership has a positive effect on Job Satisfaction.

### 2.4 Transformational Leadership and Job Engagement

Valckx et al. (2020) argued that transformational leadership positively impacts employees' engagement, as it encourages a sense of shared vision and mission, promotes creativity and innovation, and encourages a supportive work environment. Engaged employees are committed to their work, passionate about their jobs, and willing to work more to help their organization achieve its goals. When employees are engaged, they are more productive, reliable, and satisfied with their jobs, leading to lower turnover rates and higher organizational success. Another study by Azim et al. (2019) assessed how transformational leadership affects employee creative process engagement by improving their creative self-efficacy. The researchers used a cross-sectional survey design and applied the deductive research approach. The findings indicated that transformational leadership significantly anticipates creative process engagement, and creative self-efficacy partially mediates the relationship between transformational leadership and creative process engagement. Therefore, it was found that transformational leadership creates an organizational climate supporting employee creative process engagement by building self-efficacy. With the help of the cited literature, it is hypothesized that:

**H3:** Transformational leadership has a positive effect on employees' engagement.

### 2.5 Mediation of Job Satisfaction on the Organizational Culture and Job Performance

According to Rahmatullah and Ramdanyah (2022), several empirical studies have provided considerable evidence showing a significant link between an organization's culture and the attitudes of its employees in the workplace, leading to observable behavioral effects. The cultural attributes of an organization, based on its beliefs, corporate values, and norms, have invariably been found to be associated with the commitment levels and performance results of the organization. For example, a study by Bagis et al. (2021) investigated the effect of organizational culture and organizational commitment on employee performance, with job satisfaction serving as an intermediary factor, at PT Bank Syariah Mandiri Jakarta Head Office. Data collected from a sample size of 100 respondents indicated that organizational culture has a significant positive effect on employee performance. Also, the second hypothesis, which suggested a significant effect of organizational commitment on employee performance, remained supported. The study also confirmed the third hypothesis, showing that organizational culture significantly and positively affects job satisfaction. On the other hand, the

fourth hypothesis proposing a significant effect of organizational commitment on job satisfaction was supported. Another study by Mustafa and Ilyas (2018) explored the relationship between organizational culture, affective commitment, and job satisfaction. Further, it assessed the mediating role of employee job satisfaction in the relationship between organizational culture and affective commitment. Data collected from 232 employees in managerial positions revealed that two traits of organizational culture, i.e. consistency and involvement, showed a significant and positive relationship with employees' affective commitment. Also, it was observed that job satisfaction played a partial mediating role in the association between organizational culture and affective commitment.

**H4.** Job Satisfaction significantly mediates the effect of Transformational Leadership on Job Performance.

## 2.6 Mediation of Employee Engagement on Organizational Culture and Employee Engagement

Utami (2021) investigated the effect of self-efficacy and organizational culture on employee performance, with employee engagement as a mediating factor, within the regional public company, Perumda Air Minum Ngawi Regency, Indonesia. The sample for this study consisted of 269 permanent employees of the relevant organization, indicated that both self-efficacy and organizational support had a significant impact on employee performance. Also, self-efficacy and organizational support significantly impact employee engagement, further having a noteworthy effect on employee performance. Employee engagement was further found to be a mediator in the relationship between self-efficacy, organizational support, and employee performance. VAN (2020) investigated the mediating role of employee engagement in the relationships between perceived organizational support, organizational learning, and employee performance within small and medium enterprises (SMEs) in Vietnam. Data gathered from a sample of 425 employees indicated employees' perceptions of organizational learning and organizational support were linked to their citizenship behaviors through their level of engagement.

Also, perceptions of organizational learning were associated with organizational citizenship behaviors, even when controlling for organizational support. Further, perceptions of organizational support were linked to turnover intention, even when accounting for organizational learning. Finally, perceptions of organizational learning and organizational support were separated from the intention to leave through employee engagement. Another study by Susita et al. (2021) examined the effect of employee engagement on the relationship between leadership support and job performance. Data collected from a sample of 239 respondents who were employees at Grand Indonesia Mall showed that both leadership support have a positive and significant effect on job performance. Also, motivation and employee engagement directly affect the relationship between leadership support and employee performance. The mediation analysis demonstrated that involvement plays a mediating role in the effect of motivation and organizational support on employee performance. Thus, it is hypothesized that:

**H5.** Employee Engagement significantly mediates effect of Transformational Leadership on Transformational Leadership and Job Performance.

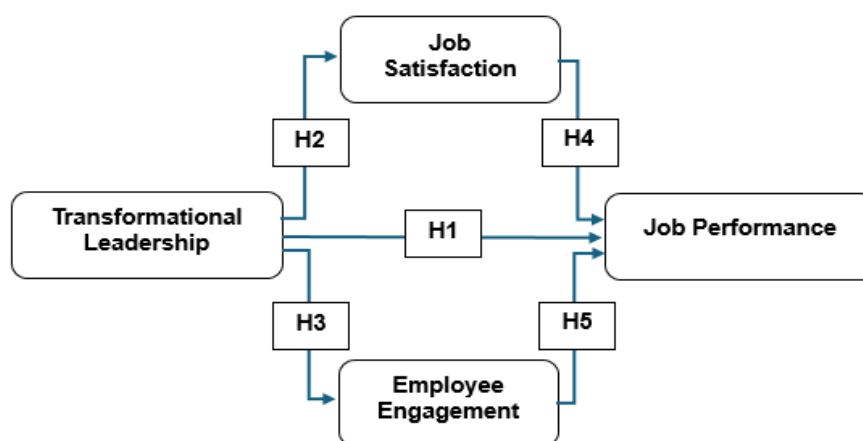


Figure 1- Conceptual Framework of Current Research

## 3. Methodology

The current study employed the cross-sectional design as suggested by James (2018). According to DeGracia et al. (2014), cross-sectional study design is widely preferred by management sciences researchers due to two major reasons. First, it helps to assess and dig out the study problem in a shorter period. Second, it ensures the generalizability of result, indicating the study is significant. Further, the researcher utilized a self-proposed, structured questionnaire as a data collection tool to investigate the performance of human resources in the Emirati federal authorities. As noted by Moser & Kalton (2017) using a research tool is important to reach the goals that the researcher seeks to achieve. According to Hing et al., (2011) survey research helps to examine the



effects and experiences of respondents in a better possible way. Surveys help to collect data directly from the sample that is representative and having a direct experience of the study problem. Notably, the survey tool was based on the five-point Likert scale (Strongly disagree, disagree, neutral, agree, and disagree). First, the demographic data was obtained by posing questions regarding age, gender, employment type (contract/permanent), job experience (in years). Further, the questionnaire collected data based on the measurement items and scale that are discussed below. Data was gathered from April 25th to May 15th, 2024. Table presents the details of questionnaire items and sources.

Table 1. Questionnaire Items and Sources

Constructs	Items	Sources
<b>Transformational Leadership</b>	Crafts a convincing vision for the future of our group that captures attention and sparks interest.	(Rao & Kareem Abdul, 2015)
	Shows a clear understanding of our direction and goals for the future.	
	Actively explores new opportunities for the organization to thrive.	
	Encourages others through well-thought-out plans and a vision for the future.	
<b>Job Performance</b>	Low absenteeism in my organization.	(Ramos-Villagrana, 2019)
	Successful teamwork tasks and projects.	
	Increased organizational citizenship behavior.	
	Increased sense of belonging among employees.	
<b>Job Satisfaction</b>	I feel I am being paid a fair amount for the work I do.	(Schmidt, 2004).
	When I do a good job, I receive the recognition for it that I should receive.	
	My department provides learning/training opportunities to meet the changing needs of my workplace	
	The benefits we receive are as good as most other organizations offer	
<b>Employee Engagement</b>	I exert my full effort to my job.	(Houle & Rich, 2021)
	I am enthusiastic about my job.	
	At work, I focus a great deal of attention on my job.	
	I try my hardest to perform well on my job.	

### 3.1 Population and Sampling

The population of current research involves employees of the Ministry of the Interior, United Arab Emirates. Notably, the Ministry of Interior is a distinguished member of the Council of Ministers or Cabinet of the United Arab Emirates. The relevant comprises of Federal government ministries that are led by the Prime Minister of the UAE that is formally held by the ruler of the Dubai having 15,000 employees nationwide (Ministry of Interior, 2023). To ensure that the maximum probability estimate is obtained by using the sample size calculation formula by Israel (1992). According to the sample size selection formula, a sample of 392 respondents would be ideal, consisting of employees of the Ministry of Interior at United Arab Emirates. Notably, the respondents for this study were chosen through the convenience sampling technique, especially targeting miscellaneous-level employees within the Ministry. This selection approach is preferred with the intention of collecting data from individuals who are not only available but also willing and competent to provide valuable insights. Convenience sampling is guided by two preceding criteria: the participants' suitability based on their knowledge and their willingness to participate (DeliCe, 2018). Thus, after assessing the collected questionnaires, 16 were considered improperly filled and subsequently excluded, leaving 376 valid responses for analysis. The resulting response rate stood at 95.8%, while an ideal response rate is viewed as a minimum of 60% (Deutskens et al., 2004) indicating the generalizability of the results

### 3.2 Data Analysis Approaches

As this research involves a complex latent conceptual model and involves a systematic procedure, ensuring the implementation of suitable statistical methods is important. For the data analysis, the researcher used both descriptive and inferential statistics, to ensure the accuracy of results and their generalizability. In the descriptive analysis, the researcher calculated the frequency and percentages of the demographic data of the study respondents by using the Statistical Package for Social Sciences (SPSS). However, the inferential statistics were based on testing the relationships proposed between the latent variables. For the relationship assessment purposes, the researcher applied Structural Equation Modelling (SEM). As noted by Ali and Bhaskar (2016), SEM helps to determine the accuracy of the proposed relationships between the study variables. SEM is comparatively more preferred than the simple regression analysis, as it also provides an overview of the strength of the relationship, t-values, and significance values.

### 3.3 Respondents' Demographics

According to Mishra et al. (2019), descriptive statistics are essential for effectively summarizing and presenting data meaningfully and concisely, especially when dealing with large and complicated datasets. These statistics outline the data's central tendencies, variabilities, and distributions by computing the mean, median, mode, range, and standard deviation measures. They also facilitate data representation by estimating numbers and percentages. This study used descriptive statistics to examine respondent profiles, including gender, age, education, and work experience (See Table 2). The analysis indicated that most respondents were males (53.3%), while 44.7% were females, as shown in Table 4.5. Regarding the age of the study respondents, 46.0% of them were 36-40 years old, 20.6% were 41 to 45 years old, 19.5% were less than 35 years, and finally 13.9% were 46 years old or above. Furthermore, calculating the educational level revealed that the highest percentage of respondents held a Master's degree (54.8%), followed by those with a PhD (24.9%). A slighter proportion had a Bachelor's degree (15.0%), while a tiny percentage fell under the category of "Other" (5.3%) in the gathered data. Finally, the respondents' work experience was calculated (in years). Data showed that the largest group of respondents have more than 10 years of work experience (37.4%), followed by those with 2-4 years (20.1%) and 8-10 years (21.9%), and the smallest percentages are in less than 1 year (2.7%) and 5-7 years (17.9%).

Table 2 Respondents' Personal Profile (Frequency and Percentage)

Constructs	Measures	Frequencies	Percentages
Gender	Male	204	53.3
	Female	170	44.7
	Others	00	00
Age	< than 35 years	73	19.5
	36-40 years	172	46.0
	41-45 years	77	20.6
	46 years or above	52	13.9
Education Level	Bachelors	56	15.0
	Masters	205	54.8
	PhD	93	24.9
	Other	20	5.3
Work Experience	<1 year	10	2.7
	2-4 years	75	20.1
	5-7 years	67	17.9
	8-10 years	82	21.9
	More than 10 years	140	37.4

## 4. Data Analysis and Findings

This study used partial least square structural equation modeling (PLS-SEM), a two-step methodology involving inner and outer model examination. As Hoe (2008) argued, PLS-SEM contains two preceding elements: the measurement model, which estimates the relationship between indicators and the constructs they represent, and the structural model, which analyzes the directional relationships between the constructs based on the study hypotheses. The measurement model evaluates how well the indicators measure the constructs, while the structural model establishes the suggested relationships between the constructs. Using this two-step approach, the research conducts an in-depth analysis of the relationships within the studied model.

### 4.1 Measurement Model Analysis

The current research study's initial focus was on assessing convergent validity through confirmatory factor analysis, which evaluates the degree of correlation among the study's constructs. To evaluate convergent validity, Factor Loads (FL), Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach Alpha values (CA) were evaluated. Convergent validity, as defined by Arifin and Yusoff (2016), uses CFA to analyze background factors contributing to score variability, helping assess hypotheses about these factors. The results of the CFA show that most Factor Loads surpass the minimum threshold of  $>0.5$ , offering satisfactory convergent validity. Nonetheless, some items show lower loading values ( $<0.5$ ), suggesting possible effects on structural model testing, necessitating expulsion. Further, all AVE values are above  $>0.5$  (Arifin & Yusoff, 2016), supporting convergent validity in this research study, with Transformational Leadership at 0.721, Job Satisfaction at 0.724, Employee Engagement at 0.601, and Job Performance at 0.752. Likewise, this study evaluated the constructs' reliability and found that all Cronbach Alpha (CA) values surpassed the minimum threshold of 0.7 (Transformational Leadership at 0.720, Job Satisfaction 0.731, Employee Engagement 0.722, and Job Performance 0.915.). Composite Reliability (CR) estimates also showed strong reliability with values of Transformational Leadership at 0.838, Job Satisfaction at 0.840, Employee Engagement at 0.736, and Job Performance at 0.921. Therefore, the inner model analysis demonstrated the measurement instrument's

validity and reliability, indicating that the study's constructs displayed adequate internal consistency. Tale 3 presents the results of confirmatory factors analysis (CFA).

Table 3 Results of Confirmatory Factor Analysis

Variable(s)	Items	Loads	AVE	CA	CR
<b>Transformational Leadership</b>	TL1	0.680	0.721	0.720	0.838
	TL2	0.628			
	TL3	0.301			
	TL4	0.328			
<b>Job Performance</b>	JP1	0.609	0.507	0.792	0.804
	JP2	0.576			
	JP3	0.664			
	JP4	0.669			
<b>Job Satisfaction</b>	JS1	0.154	0.601	0.722	0.736
	JS2	0.457			
	JS3	0.553			
	JS4	0.713			
<b>Employee Engagement</b>	EE1	-0.088	0.752	0.915	0.921
	EE2	0.493			
	EE3	0.802			
	EE4	0.978			

Further, the goodness of fit is assessed to examine the extent to which the observed values fit best to the predicted values in the current study (Schermelleh-Engel et al., 2003). According to a recent analysis by Hair et al. (2022), the goodness of fit (GoF) is recommended to be used as a comprehensive gauge of model fit, especially for Partial Least Squares Structural Equation Modeling (PLS-SEM). Thus, the goodness-of-fit findings in the current research indicated that the estimated model provided a good fit. Although there was a small increase in the SRMR (Standardized Root Mean Square Residual) in the estimated model compared to the saturated model (Mérigot et al., 2010), showing a small disparity between observed and predicted covariance matrices, this difference was minimal. Also, the chi-square statistic was comparable between the two models, indicating no significant difference in fit. Notably, the Normed Fit Index (NFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) all indicated perfect or near-perfect fit in the estimated model, with values close to 1.0. These indices showed that the estimated model sufficiently represented the data and aligns well with the theoretical framework. These results supported the conclusion that the estimated model adequately fits the tested structural model. Table 4 represents the results of goodness of fit.

Table 4 Results of Goodness of Fit

Criterion	Saturated Model	Estimated Model
SRMR	0.350	0.253
Chi-square	143.638	144.635
NFI	0.924	1.000
TLI	0.918	0.997
CFI	0.816	1.000

Cheung and Wang (2017) argued that evaluating discriminant validity is crucial in testing the measurement instrument (model) to measure how effectively a precise construct contradicts others within the structural model. In simple terms, it helps determine whether a construct is distinctive from others under examination. This study also assessed discriminant validity using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio. Table 5 shows that using the Fornell-Larcker criterion showed no correlations among the study variables, as each variable's correlation is different, thus further eradicating the possibility of correlations among them.

Table 5 Results of Fornel Larcker Criterion

	Employee Engagement	Job Performance	Job Satisfaction	Transformational Leadership
Employee Engagement	0.867			
Job Performance	0.123	0.712		
Job Satisfaction	-0.13	0.1	0.775	
Transformational Leadership	0.167	0.563	0.142	0.849

Further, assessing the heterotrait-monotrait ratio was also required as the current research contains multiple constructs. Thus, it was based on comparing the correlations between the constructs and their items (Cheung & Wang, 2017; Voorhees, 2016). Findings from the heterotrait-monotrait ratio indicated that there exists no correlation between each construct. Also, the correlation values remained below the minimum threshold 0.85, indicating that discriminant validity does exist in the measurement model. Table 6 represents the findings of heterotrait-monotrait ratio in the current research study.

Table 6 Results of Heterotrait-Monotrait Ratio

	<b>Employee Engagement</b>	<b>Job Performanc e</b>	<b>Job Satisfactio n</b>	<b>Transformational Leadership</b>
<b>Employee Engagement</b>				
<b>Job Performance</b>	0.098			
<b>Job Satisfaction</b>	0.193	0.159		
<b>Transformational Leadership</b>	0.177	0.773	0.242	

The term "multicollinearity" is defined by Ragnar Frisch and refers to a phenomenon where variables used in a regression analysis show significant interrelationships, varying from the assumption of independence in linear regression models. This variation causes challenges as linear regression depends on the assumption that variables are not perfectly correlated. When multicollinearity happens, it can harm the reliability of regression results (Liao & Valliant, 2012). Thus, researchers usually use the variance inflation factor (VIF) analysis to address multicollinearity, as O'Brien (2007) suggested. VIF quantifies the degree of multicollinearity by estimating how much the variance of estimated regression coefficients is increased due to correlations among independent variables. VIF evaluates the degree to which the variance of a coefficient is increased when compared to its variance in the absence of correlation with other independent variables. Practically, VIF values below 5.0 are generally sufficient, indicating low multicollinearity and ensuring the reliability of the regression model (Daoud, 2017). Therefore, through careful examination using approaches like VIF analysis, researchers can confirm the robustness of regression models and improve the validity of their results. Hence, in the current research, the acquired VIF values range from 1.005 to 1.462 which indicates all of them as below the threshold value 0.5 (O'Brien, 2007). It is, therefore, affirmed that multicollinearity does not exist among the study variables. Table 7 summarizes the results of Variance Inflation Factor (VIF) analysis.

Table 7 Results of Variance Inflation Factor (VIF) Analysis

<b>Constructs</b>	<b>Tolerance</b>	<b>VIF</b>
Transformational Leadership	.995	1.005
Organizational Culture	.684	1.462
Job Satisfaction	.695	1.438
Employee Engagement	.975	1.026

#### 4.1 Structural Model Analysis

Coefficient of Determination  $R^2$  is tested in the current study. According to Nakagawa et al. (2018), the coefficient of determination, usually denoted as  $R^2$ , evaluates the predictive ability of a statistical model concerning an output represented by the model's dependent variable. In simple words,  $R^2$ , also known as r-squared, measures the power of the linear relationship between two variables and is often used by investors in quantitative analysis. Notably,  $R^2$  ranges from 0 to 1, with 0 implying no predictive power and 1 suggesting perfect prediction. The closer  $R^2$  is to 1, the better the model predicts effects. The relevant analysis in the current research indicated the relationship between Transformational Leadership and Organizational Culture. The  $R^2$  value was 0.329 (32.9% moderate), the  $R^2$  value of the effect of transformational leadership on Job Satisfaction remained at 0.441 (44.1% moderate), the relevant effect on Employee Engagement was at 0.601 (60.1% strong), while on Job performance, the effect remained at 0.672 (60.1% strong). Table 8 represents the results of Coefficient of Determination  $R^2$ .

Table 8 Results of Coefficient of Determination  $R^2$ 

<b>Constructs</b>	<b><math>R^2</math> Included</b>	<b><math>R^2</math> Excluded</b>
Organizational Culture	0.329	0.320
Job Satisfaction	0.441	0.400
Employee Engagement	0.601	0.595
Job Performance	0.672	0.452



Hypothesis testing enables researchers to quantify the significance of their results and acquire meaningful insights from the data. In the current study, hypotheses were proposed and examined using path analysis. Path analysis is a statistical method to explore relationships among observed variables, enabling researchers to simultaneously investigate direct and indirect connections. Path analysis provides a comprehensive and reflexive approach to analyzing intricate variable relationships in research studies (Palese et al., 2019). Regarding the proposed effect of transformational leadership on job performance, the path coefficient ( $\beta$ ) was 0.563, indicating a strong positive relationship between transformational leadership and job performance. The t-value of 6.256 and the p-value of 0.000 suggested that this relationship is statistically significant, indicating that transformational leadership significantly affects job performance. Testing the second hypothesis revealed a positive relationship between transformational leadership and job satisfaction, with a coefficient of 0.155. The high t-value of 18.072 and the low p-value of 0.000 showed that this relationship remained statistically significant, indicating that transformational leadership significantly affects job satisfaction. The third study hypothesis also remained significant, with the path coefficient at 0.165, indicating a positive relationship between transformational leadership and employee engagement. The high t-value of 20.707 and the low p-value of 0.000 meant that this relationship remained statistically significant, implying that transformational leadership is linked with higher levels of employee engagement.

Table 9 Path Analysis (Hypotheses Testing)

Hypotheses	$\beta$	Mean	t-values	P-values
Transformational Leadership $\rightarrow$ Job Performance	0.563	3.81	6.256	0.000
Transformational Leadership $\rightarrow$ Job Satisfaction	0.155	3.81	18.072	0.000
Transformational Leadership $\rightarrow$ Employee Engagement	0.165	3.81	20.707	0.000
Hypotheses	$\beta$	Mean	Indirect Effects	P-values
Transformational Leadership $\rightarrow$ Job Satisfaction $\rightarrow$ Job Performance	0.006	0.215	0.827	0.001
Transformational Leadership $\rightarrow$ Employee Engagement $\rightarrow$ Job Performance	0.029	0.199	0.646	0.005

Regarding the proposed mediation of job satisfaction on the relationship between transformational leadership and job performance, the coefficient value was 0.006, indicating a positive relationship. The mean value for job satisfaction remained at 0.215. The indirect effect of transformational leadership on job performance through job satisfaction was estimated as 0.001. Although there is a positive relationship between transformational leadership and job satisfaction, the indirect effect on job performance through this mediator is somewhat small. Finally, the last mediation was tested, indicating a positive relationship with the coefficient for the path from transformational leadership to employee engagement at 0.029. The mean value for employee engagement was 0.199. The indirect effect of transformational leadership on job performance through employee engagement remained at 0.005. This result suggested that a significant portion of the relationship between transformational leadership and job performance was mediated by employee engagement. Table 9 summarizes the results of path analysis in the current research.

## 5. Discussion

The study findings are consistent with the propositions by Kishen et al. (2020) arguing that job performance can be observed in three aspects of employees' professional conduct. First, performance can be observed in employees' behavior. In simple terms, behavioral patterns such as active participation, compliance with organizational rules, increased group conformity, wider agreement with leaders and managers, and commitment are some prominent behavioral patterns that indicate job performance among employees. Taking specifically about the current study results, respondents showed a broader agreement that the leader prepares a compelling vision for the organization's future, capturing attention and sparking interest. The respondents agreed that the leader shows a precise understanding of the organization's direction and goals for the future. It was noted that the leader actively investigates new prospects for the organization to succeed and encourages others through well-thought-out plans and a compelling vision for the future. As noted by Misra and Srivastava (2018), transformational leadership style is famous which can be witnessed in any organization including both public and private sectors. As we look around, we find that transformation seems to be found everywhere. The majority of people have been observed to be unable to fully comprehend this model due to the time and effort required for complete understanding. Let it to be clarified that transformational leadership has its basis in being powerful and decisive as well. The style of transformational leadership is based on the system of rewards and punishment through which the organization achieves its goals.

Further, according to the respondents, job performance in the organization is marked by low absenteeism. There is a wider agreement that successful teamwork tasks and projects are common. Respondents also noted increased organizational citizenship behavior and an increased sense of belonging among employees due to transformational leaders in their organization. These results are in-line with the argumentation by Jnaneswar and Ranjit (2020). A noted that one important observable determinant of job performance is organizational

revenue. However, organizational revenue is not just financial or monetary matters; instead, it indicates overall performance, including increased reputation and compatibility among competing organizations. The third aspect is productivity, which is the ratio of outputs to inputs. These inputs are the efforts, resources, and economic costs. Job performance is an important factor in organizational development because it is goal relevant. It is directed towards achieving the organizational goals and objectives. Thus, performance not only includes employees' association with achieving economic goals, but also with the overall professional objectives that are part of professional conduct. Regarding employee engagement, most of the respondents expressed that they are being paid a fair amount for the work they do. A wider agreement is found that when they do a good job, they receive the recognition they should. Respondents also noted that their department provides learning and training opportunities to meet the changing needs of the workplace.

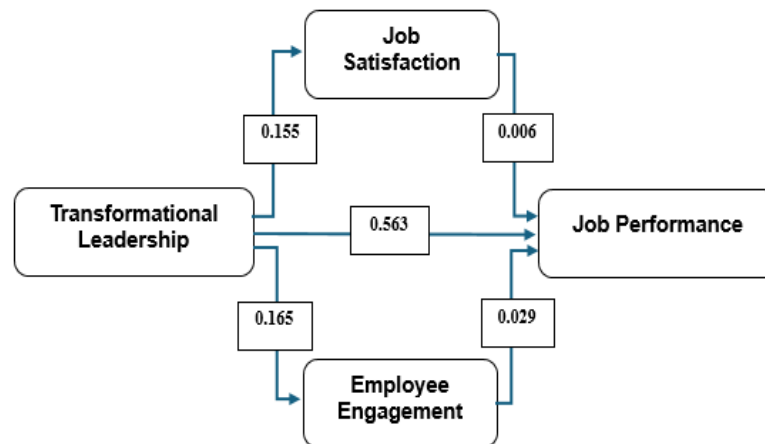


Figure 1- Conceptual Framework of Current Research

Also, it was agreed that the benefits they receive are as good as those proffered by most other organizations. In this regard, Imran et al. (2020) stated that employee engagement has been linked to several significant individual and organizational consequences, including job satisfaction, turnover, innovation, individual job performance, and overall organizational success. According to Valckx et al. (2020), employee engagement pertains to an individual employee's alignment of cognitive, emotional, and behavioral aspects toward desired outcomes for the organization. More recently, Engidaw (2021) characterized full employee engagement as harmonizing individual satisfaction and meaningful contribution to the organization's achievements. These explanations consistently emphasize the interconnectedness of employee satisfaction and organizational prosperity. Finally, the respondents agreed that they wield their total effort in their jobs. A more comprehensive agreement was found that they were passionate about their jobs. Respondents also reported that at work, they focus a great deal of attention on their tasks and try their hardest to perform well. Therefore, de Oliveira Vasconcelos Filho et al. (2019) stated that job satisfaction begins at the individual employee level, contributing to optimal individual and group performance that collectively improves organizational effectiveness. Acknowledging the significance of job satisfaction, companies bear the accountability of providing employee satisfaction and identifying causes if discontent arises.

## 6. Conclusion

This study investigated the impact of transformational leadership on job performance within the Ministry of Interior in the United Arab Emirates. It examined how leadership styles influence job satisfaction and employee engagement, all improving job performance. Using a cross-sectional design and a structured questionnaire, data was gathered from 376 employees. The study used Structural Equation Modelling (SEM) for analysis, revealing significant positive relationships between transformational leadership and job performance, job satisfaction, and employee engagement. The path analysis shows that transformational leadership strongly affects job performance, with significant indirect effects through job satisfaction and employee engagement. The results highlight the crucial role of transformational leadership in promoting a positive organizational culture and improving employee outcomes, thus highlighting its significance in the public sector for preserving social stability. Thus, this research helped recognizing the role of the transformational leadership in the MOI as a significant public sector organization that will also help the readers to acknowledge the importance of transformational leadership in an organization.

### 6.1 Limitations and Recommendations

Although, this research has highlighted the effect of transformational leadership on job performance, job satisfaction, and employee engagement, it has some primary limitations. First, this research only focused on

MOI UAE, that limits its scope. Future researchers can replicate the study design and examine the relevant phenomenon in other different public sector organizations to delimit this scope. The second limitation involves using a single methodological approach. Using mix-method approaches can further help future researchers to overpower this limitation. Finally, the third limitation involves transformational leadership as the selected leadership style. While there are several other useful leadership styles that can have a positive impact on job performance, that can be further assessed by the future studies.

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