

# The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations

---

**Sokolic, Danijela; Croitoru, Gabriel; Florea, Nicoleta Valentina; Robescu, Valentina Ofelia; Cosac, Alexandru**

*Source / Izvornik:* **Valahian Journal of Economic Studies, 2024, 15, 53 - 72**

**Journal article, Published version**

**Rad u časopisu, Objavljena verzija rada (izdavačev PDF)**

<https://doi.org/10.2478/vjes-2024-0005>

*Permanent link / Trajna poveznica:* <https://um.nsk.hr/um:nbn:hr:192:170933>

*Rights / Prava:* [Attribution-NonCommercial-NoDerivatives 4.0 International/Imenovanje-Nekomercijalno-Bez prerada 4.0 međunarodna](#)

*Download date / Datum preuzimanja:* **2025-03-12**



SVEUČILIŠTE U RIJECI  
**EKONOMSKI FAKULTET**

*Repository / Repozitorij:*

[Repository of the University of Rijeka, Faculty of Economics and Business - FECRI Repository](#)





## The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations

**Danijela SOKOLIC**

*University of Rijeka, Faculty of Economics and Business, Croatia*

**Gabriel CROITORU**

**Nicoleta Valentina FLOREA**

**Valentina Ofelia ROBESCU**

**Alexandru COSAC**

*University of Valahia, Targoviste, Romania*

*danijela.sokolic@efri.uniri.hr*

### Abstract

*The present study explores the impact of different leadership styles on the effective motivation of employees and hence on increasing organizational performance. Starting from the premise that a leadership style can play a crucial role in determining the level of employee motivation engagement and satisfaction, this research focuses on identifying the link between leadership style and employees work outcomes. In the specialized literature, leadership styles are frequently discussed in the context of employee motivation. By applying a mixed methodology, which combines quantitative analysis of survey data with qualitative case studies, the research aims to provide an in-depth understanding of how these leadership styles directly influence employee motivation and, indirectly, their performance. The results are expected to show a significant correlation between employee-oriented leadership styles and high levels of motivation, suggesting that leaders who adopt a more involved and supportive approach can significantly improve organizational performance. This research contributes to the existing literature by providing empirical evidence that underscores the importance of adopting appropriate leadership styles to maximize employee potential and optimize organizational outcomes. The findings provide valuable insights for organizational leaders and HR practitioners in developing effective leadership strategies to promote a motivating and high-performing work environment.*

**Keywords:** *Leadership, motivation, performance, satisfaction*

**JEL Classification:** L25, P17

### Introduction

In an era of rapid transitions and fierce global competition, efficient management and leadership are crucial for organizational success (Dugan & Dugan, 2016).

© Author[s] 2022. This work is distributed under the Creative Commons Attribution 4.0. License [<http://creativecommons.org/licenses/by-nc-nd/4.0/>]

Identifying the need for change is vital, with a focus on proactive changes that lead to superior results (Roiban, 2011). The development of human resource management has shifted the focus to workforce planning, recruitment, and performance evaluation (Mazilu (Alexandrescu, 2021).

Shifting workforce demographics continued technological advancements, and evolving employee expectations require leadership approaches that address and anticipate these challenges. Research has shown that new ways of working, such as remote work and online work, have emerged and strengthened during and after the COVID-19 pandemic, requiring effective leadership in these contexts (Pogan, 2022). Furthermore, as technology evolves, managers have to use digital information systems to support leadership (Maren, 2021). Additionally, in many sectors, the Covid-19 pandemic has intensified workplace stress and burnout among employees, highlighting the need for organizational and leadership approaches to support workforce well-being (Smallwood et al., 2023). Overall, leadership development needs to consider the changing landscape of work and the importance of employee empowerment, organizational change and mental health support for a successful approach to leadership in the digital age and during crises (Gomeniuk et al., 2023).

A range of studies have underscored the importance of leadership style in addressing the complex challenges (Edwards et al., 2010; Susilo, 2018; Thompson, 2012). Leadership style, characterized by its ability to inspire and motivate employees, has been found to reduce job stress among employee (Atkin-Plunk & Armstrong, 2013), improve workforce competencies (Thompson, 2012), and enhance employees' good governance characteristics (Mohd Hamran et al., 2014). It can also significantly impact employee productivity, job satisfaction, and commitment (McNeese-Smith, 1993), and improve performance through self-leadership (Manz, 1983). Furthermore, leadership style has been linked to job satisfaction during organizational change, mediated by staff collective efficacy (Albion & Gagliardi, 2007). These findings highlight the critical role of leadership styles in shaping organizational culture, fostering a positive work environment, and motivating staff to meet the distinctive challenges of the work environment.

A range of studies have explored the role of leadership in the Romanian public sector, focusing on program evaluation (Mora & Antonie, 2012), leadership styles (Filip, 2015), and the impact of employee motivation on organizational performance (Oncioiu et al., 2018). These studies emphasize the need for a deep understanding of internal dynamics and staff needs, as well as the application of motivational strategies to improve performance.

Other studies have explored the impact of leadership on staff motivation and performance in various sectors, providing valuable insights for the Romanian organizations. Filip (2015) and Hinteă (2015) both found that leadership style is positively correlated with organizational performance. Oncioiu et al., 2018 and Buchdadi et al., 2020 further explored this findings, with proposing a model linking employee motivation to organizational performance (as an add on to the the former study) and by demonstrating a significant influence of leadership style on job satisfaction and performance (related to the the latter research). Hersona & Sidharta, 2017 and Ispas Andreia & Băbăiță C, 2012 emphasize the importance of leadership function and style, with the latter specifically identifying a positive relationship between leadership styles and employee job satisfaction and organizational commitment. Haile, 2015 and Permadi et al., 2018 both underscore the role of leadership and motivation in enhancing work discipline and performance, with the latter also highlighting the mediating role of work discipline. These findings collectively

suggest that a focus on leadership styles and employee motivation, can significantly improve staff motivation and performance in the Romanian sector public.

The impact of leadership styles on performance has been extensively explored in the literature in management and organizational psychology. However, there are still significant discrepancies between the proposed theories and their applicability in various organizational contexts. Hidayatulloh, 2023 points out that leadership style has a positive and significant effect on employee job satisfaction, and that job satisfaction can mediate the effect of leadership style on performance. Albert (2023) concluded in her research paper that a leadership style can enhance organizational performance when it is aligned with organizational culture and values. A study on private and public sector banks revealed significant differences in the impact of leadership style on organizational performance (Jumady Edy, 2023). These findings highlight the need for further research to empower theoretical framework with empirical evidence from different organizational settings.

The article is structured as follows: In section one is presented the Literature review in the proposed field and are established the research hypothesis; in section two is made the Research methodology, are established the objectives and the sample for research. Section three is presenting the Results section, where are presented a few models and tests in order to show their significance for the research. In section four is developed the Confirmatory factor analysis and are presented the results for fulfillment of the established hypothesis. Then, in the final part of the article are presented the Conclusions and future research directions.

## **1. Literature review and research hypothesis**

### **1.1. How do perceived practices of leadership styles influence staff motivation levels?**

Many studies have explored the relationship between leadership styles and employee motivation in various Romanian work environments. (Ispas, 2012) found that autocratic and leadership styles were perceived differently by managers and employees, with the latter being associated with higher job satisfaction and organizational commitment. Similarly, (Get, 2018) and (Cristina Hințea, 2015; Hințea Cristina, 2015) both identified positive correlations between leadership styles and employee performance. However, (Guluta & Rusu, 2016) highlighted the prevalence of dictatorial decision-making and compromised conflict resolution in Romanian companies, suggesting a potential mismatch between perceived and actual leadership practices. (Dimitrios Belias & A. Koustelios, 2014) emphasized the importance of considering individual and demographic characteristics when analyzing the impact of leadership styles on job satisfaction. Lastly, (Oncioiu et al., 2018) proposed a relationship between employee motivation and organizational performance, underscoring the need for effective leadership in this process.

A body of literature supports the positive impact of leadership styles on employee motivation, particularly in challenging work environments ((Hanaysha R. M. et al., 2012); (Udin, 2020); (Atkin-Plunk & Armstrong, 2013); (Toufaily B., 2017); (Herminingsih, 2020); (Rawat, 2015); (Bronkhorst et al., 2013)). A leadership style characterized by inspiration, intellectual stimulation, and individual consideration has been found to increase job satisfaction, organizational commitment, and employee engagement while reducing job stress and improving performance.

The literature underscores the significance of situational leadership, particularly in high-stress work environments. This approach emphasizes the need for leaders to adapt their style to the maturity level and needs of their subordinates (Fiedler & Chemers, 1974; Walter et al., 1980; Blanchard et al., 1993). However, the effectiveness of this theory has been questioned, with some studies finding limited empirical support (Blank et al., 1990). Despite this, the situational leadership model has been successfully applied in various contexts, including leadership and construction projects (Hammuda & Dulaimi, 2006). The key takeaway is that while situational leadership is important, its application and effectiveness may vary across different settings.

Research in the public sector has identified several key factors that influence staff motivation, including perceptions of safety, level of decision-making autonomy, and role clarity (Lambert et al., 2009); (Molleman & van der Broek, 2014); (Hogan et al., 2009); (Jiang et al., 2017)). Leadership practices play a crucial role in shaping these factors, with supervisory consideration, job variety, and perceptions of training being particularly important. The impact of leadership practices on staff motivation is further underscored by the finding that job stress, supervision, and job variety are more influential than personal characteristics in determining job satisfaction and organizational commitment ((Hogan et al., 2009); (Jiang et al., 2017)).

A range of studies have explored the impact of leadership practices on organizational performance and employee motivation in the Romanian public sector. (Hințea Cristina, 2015)) and (Filip A., 2015)) both found positive correlations between leadership styles and performance, with the latter also noting a mix of leadership styles in public institutions. (Mora & Antonie, 2012) and (Oncioiu et al., 2018)) highlighted the role of leadership in developing evaluation culture and capacity, and in improving organizational performance through employee motivation. (Bibu & Moș, 2012)) and (Popa, 2012)) emphasized the need for leadership development and the influence of personality dimensions on leadership styles. (Mactavish, 1995)) and (García-Solarte, 2015)) provided broader perspectives on effective leadership practices, including the need for leaders to transcend traditional cultures and the importance of considering various factors in a leadership model. These studies collectively suggest that leadership styles, leadership development, and the consideration of various factors in leadership models are key to improving performance and motivation in the Romanian public sector.

Previous research in organizational management and work psychology has highlighted the importance of leadership styles in determining levels of employee satisfaction, commitment, and motivation ((Bass & Bass, 2008); (Judge & Piccolo, 2004)). In particular, studies have shown that leadership styles, characterized by inspiration, intellectual stimulation, and individualized consideration, is strongly correlated with high levels of employee motivation and performance (Avolio et al., 2009). Thus we can develop the following research hypotheses. By verifying these hypotheses, the research will contribute to a deeper understanding of the dynamics between leadership styles and motivation, providing possible directions for improving management strategies.

### **1.2. What are the most significant elements of implementing effective methods of motivating staff?**

Motivating workforce and managing performance in the Romanian public sector is complex due to various factors. These factors include the stressful nature of the work, the impact on the mental health of staff (Iuliia Paskevskaja, 2022b, 2022a), and the need for

strategic management and administrative support (Sirenko et al., 2022). Additionally, the study highlights the importance of understanding the motivational factors that affect employee performance (Constantinescu & Stegaroiu, 2023). Overall, the adoption and implementation of effective staff motivation strategies in the public sector in Romania require consideration of structural, organizational, cultural, and individual factors that influence employee motivation and performance.

Individual aspects such as occupational stress, burnout, and job satisfaction can significantly impact how staff respond to motivational efforts (Dizgah et al., 2018; Sedat, 2017). When employees experience high levels of stress and burnout, their job satisfaction tends to decrease, which can hinder their motivation (Maina, 2012). Additionally, discrepancies between employee perceptions and expectations regarding leadership and rewards can act as barriers to motivation (Vishnevskaya, 2019). It is important for organizations to address these individual factors and ensure that employees feel supported and valued in order to enhance their motivation and overall performance (Vishnevskaya, 2019). By understanding and addressing these individual aspects, organizations can create a more motivating work environment and improve employee engagement and productivity.

The complex task of motivating and managing performance is influenced by various factors. These include the dangerous and stressful nature of the work, the impact on the mental health of staff, and the need for strategic management and administrative support (Gard, 2001; Molleman & van der Broek, 2014; Rowley, 1996). Understanding the motivational factors that influence employee performance is crucial, with individual, job, and organizational factors playing a significant role (Lubis et al., 2019). The impact of motivation on employee performance has been studied in various contexts, including the banking sector (Uzonna, 2013) and Romanian SMEs (Marin, 2012), and its link to organizational performance (Oncioiu et al., 2018). These studies highlight the importance of addressing aggression towards staff, identifying prevention and intervention methods, and implementing effective staff motivation strategies (Morar & Iovu, 2019). Based on the context and literature review, we can formulate the following hypothesis:

*Hypothesis 1: There is a positive correlation between the perception of leadership and employees' intrinsic motivation level.*

### **1.3. To what extent can leadership strategies improve staff performance?**

Adaptive leadership is crucial in the unique and challenging environment, as it can significantly impact employee performance and satisfaction (Atkin-Plunk, 2013). This form of leadership involves the ability to adjust styles and approaches according to the situation, the needs of employees, and changes in the internal and external environment (Highsmith, 2011). Effective leaders in this context understand and transcend the traditional culture, embracing risk-taking, providing a vision of the future, and fostering cooperation (Mactavish, 1995). They also play a crucial role in fostering a corporate culture conducive to organizational adaptation (Raguž & Zekan, 2015). The application of Boyd's OODA loop can help leaders be prepared and ready for operating in complex environments ((Lubitz & Wickramasinghe, 2006). In the context, the role of leadership is particularly crucial in times of institutional instability (McDonald & Chenoweth, 2009). Flexible and adaptive leadership is essential in today's organizations (Yukl & Mahsud, 2010a).

Adaptive leadership, as emphasized by Heifetz et al. (2009), is crucial in high-stress and uncertain work contexts, enabling organizations to cope with complex changes and challenges. This type of leadership encourages innovation, flexibility, and effective crisis

management ((Yukl, 2008); Highsmith 2011). In the sector context, it can also improve communication and promote a positive organizational climate (Atkin-Plunk 2013). The importance of adaptive leadership is further underscored by its role in motivating and engaging individuals during change (Mensah & Zimmerman, 2017), and in enabling organizational adaptability. However, there is a need for further research to fully understand the concept and its implications (Cojocar, 2009).

Research consistently demonstrates the positive impact of adaptive leadership on employee performance and job satisfaction ((Marques-Quinteiro et al., 2018); Klein & Kozlowski, 2008; Rousseau & Aubé, 2019; Godoy & Mendonça, 2020; (Yukl, 2008); Schulze & Pinkow, 2020; Saleh, 2022; (Raguž & Zekan, 2015)). This is particularly crucial in dynamic and uncertain work environments. Adaptive leadership can enhance team learning, coordination, and performance (Klein & Kozlowski, 2008), and is associated with empowering leader behaviors, shared leadership, and access to resources (Rousseau & Aubé, 2020). It is also linked to self-determination and leadership styles, which can influence adaptive expertise (Godoy & Mendonça, 2020). Furthermore, adaptive leadership can create "adaptive spaces" in organizations, promoting innovation and adaptability (Schulze & Pinkow, 2020). Empowering leadership has been found to enhance adaptive performance (Saleh, 2022), and executive leadership plays a key role in fostering a culture conducive to organizational adaptation (Raguž & Zekan, 2015).

The implementation of adaptive leadership in the public sector is crucial, but it faces challenges such as resistance to change and a lack of leadership training (Mactavish, 1995). This type of leadership, which goes beyond traditional managerial tasks and embraces risk-taking and cooperation, is essential in today's organizations (Yukl & Mahsud, 2010b). To develop adaptive leadership skills, leaders need to be trained in cognitive frame-switching and flexibility (Nelson et al., 2010). Adaptive leaders anticipate change, make small bets, and utilize mavericks and change agents within their organizations (Govindarajan, 2016). They also enhance team adaptability in dynamic settings (Klein & Kozlowski, 2008) and have the ability to challenge people's familiar reality (Heifetz et al., 2009). The armed services provide valuable lessons in adaptive leadership, including creating a personal link, making decisions, focusing on common purpose, and conveying strategic intent (Useem, 2010). Based on the context and literature review, the following specific research hypotheses are proposed:

*Hypothesis 2: Adequate recognition and reward of performance by leaders are key factors in improving employee performance.*

*Hypothesis 3: Leadership styles mediate the relationship between employees' motivation and their performance at work.*

The impact of adaptive leadership on employee performance in the public sector is a complex and multifaceted issue. Wilson (1968) and Mactavish (1995) both highlight the importance of participative and adaptive management practices in improving employee relations and performance. This is further supported by Bednall & Henricks (2021), who emphasize the need for adaptive performance in the face of unpredictable challenges. However, the unique challenges of the public sector, such as leadership transitions and the need for a structured support network, as discussed by Gilmore & McCann (1982), must also be considered. The role of adaptive leadership in addressing complex challenges, as proposed by Nelson & Squires (2017) and Schwella (2008), is particularly relevant in this context. Aagaard (2012) and Heifetz & Laurie (1997) further underscore the importance of adaptive capability and the work of leadership in navigating these challenges. Therefore,

while the proposal provides a strong foundation for exploring the impact of adaptive leadership on employee performance in the sector public, it should also consider the specific challenges and needs of researched environment.

## 2. Research Methodology

The study explores the effect of leadership styles on the motivation of employees and, consequently, on organizational performance.

To carry out this study, the opinion poll was used as a research method, and the questionnaire as an instrument. The research was designed with the leadership styles representing a dependent variable and employee motivation and performance serving as two independent variables. The survey was conducted online through the Google Forms platform. Its application period was October 2023 - February 2024 and it was conducted on the respondents from South region of Muntenia, Romania. A total of 383 responses were gathered in 55 public institutions. The survey was distributed to the leaders of each institution and on average 6 subordinates, so the total number of 56 leaders and 327 subordinates were questioned. There were two different questionnaires, the one presented to the leader and the one presented to their subordinates, these questionnaires being validated following the analysis carried out through a focus group with 10 companies: 15 leaders and 30 subordinates.

The data obtained were initially added into Microsoft Excel 2023 for preprocessing of information related to demographic data, data cleaning and determination of limestone composites. IBM SPSS Version 26 was then used for statistical analyses and SmartPLS 4.1 was used for confirmatory factor analyses. Through Smart PLS 4.1 were performed on all scales and subscales. All tests were two-tailed and the significance level was set at 0.05, so p-values  $\alpha=0.05$  were reported as statistically significant, unless otherwise specified. We tested to determine 1) the psychometric properties of the leadership styles construct and 2) whether the 5-factor structure of the construct fits the data collected from the participants. To establish this, we conducted interitem correlations, reliability tests, and both convergent and discriminant validity analyses of the Transformation scale and leadership subscales.

The demographic data showed that 383 respondents participated in the research, of which 57.7% (n=221) were men and 42.3% (n=162) were women.

Table 1.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	221	57.7	57.7	57.7
	Women	162	42.3	42.3	100.0
	Total	383	100.0	100.0	

Source: made by the authors

In terms of age distribution, 23.8% (n=91) were aged 18-25, 22.5% (n=86) aged 26-35, 26.6% (n=102) aged between 35-45 years, 27.2% (n=104) were over 46 years old.

Table 2.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	91	23.8	23.8	23.8
	26-35 years	86	22.5	22.5	46.2
	35-45 years	102	26.6	26.6	72.8



over 46 years	104	27.2	27.2	100.0
Total	383	100.0	100.0	

*Source: made by the authors*

Regarding the distribution related to the respondents' education, there was a higher participation of those with Higher education (33.2%), and Master's studies (44.6%). 6.3% of respondents have Secondary education, 12.8% have Postgraduate studies, and only 3.1% have Doctorate studies.

Table 3.

		Educational level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary education	24	6.3	6.3	6.3
	Higher education	127	33.2	33.2	39.4
	Master studies	171	44.6	44.6	84.1
	Postgraduate studies	49	12.8	12.8	96.9
	Doctoral studies	12	3.1	3.1	100.0
	Total	383	100.0	100.0	

*Source: made by the authors*

In order to explore the impact of different leadership styles on the effective motivation of employees and, consequently, on the increase in organizational performance, the ratio of 14.6% (n=56) managers to 85.4% (n=327) of subordinates was analyzed.

Table 4.

		Position held			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Leaders	56	14.6	14.6	14.6
	Subordinates	327	85.4	85.4	100.0
	Total	383	100.0	100.0	

*Source: made by the authors*

Regarding the workplace experience of all 383 respondents, the sample was distributed as follows: between 0 and 10 years 9.1% (n=35); 11-15 years 11% (n=42); 16-20 years 27.2% (n=104); 21-25 years 47.5% (n=182) and 26+ years 5.2% (n=20).

Table 5.

		The experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10 years	35	9.1	9.1	9.1
	11-15 years	42	11.0	11.0	20.1
	16-20 years	104	27.2	27.2	47.3
	21-25 years	182	47.5	47.5	94.8
	26+ years	20	5.2	5.2	100.0
	Total	383	100.0	100.0	

*Source: made by the authors*

According to the analysis, the mean of Leadership Style from a minimum of 1 and a maximum of 5 on the Likert scale is  $\bar{x} = 3.98$  and  $SD=0.520$ , which means that the

respondents acknowledge vision and inspiration, support and encouragement, constructive feedback, the delegation of authority as well as the recognition of merit at the level of the organization both by management and by the execution staff. Also, according to the same scale, motivation is  $\bar{x} = 3.81$  and  $SD=0.555$ , which means that on average the respondents find themselves satisfied with the job they are performing, feel intrinsic motivation and commitment to the organization, and react to recognition and reward system in place, as well as to positive work environment. The mean result of the respondents' self-perceived performance on a Likert scale is  $\bar{x} = 4.02$  and  $SD=0.786$ , which means that respondents evaluate themselves highly on work efficiency, work quality, attitude towards change, contribution to the organization's goals, initiative, and innovation scale.

Table 6.

Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Leadership Style	383	2.60	5.00	1525.80	3.9838	.52082	.271
Motivation	383	1.60	5.00	1459.40	3.8104	.55550	.309
Performance	383	1.40	5.00	1542.20	4.0266	.78668	.619
Valid N (listwise)	383						

Source: made by the authors

### 3. Results

Before hypothesis validity tests, normality tests such as Kolmogorov-Smirnov and Shapiro-Wilk were performed to check the normal distribution of the data (Avram & Marusteri, 2022). The p-value obtained from these tests is compared to a significance level (usually 0.05) to determine if the data follows a normal distribution. If the p-value is greater than the significance level, it indicates that the data is normally distributed (Sevda & Yildirim, 2023). However, it is important to note that the choice of normality test can affect the results. In a comparison of different normality tests, it was found that the Shapiro-Wilk test gives better results for both standard and non-normal distributions (Clinciu, 2018). Therefore, if the p-value obtained from the Shapiro-Wilk test is less than the significance level, it suggests that the data does not follow a normal distribution (Table 7).

Table 7.

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
SL	.189	383	.000	.931	383	.000

a. Lilliefors Significance Correction

The correlation coefficient between the two variables, Motivation and Leadership Style, is  $r = 0.524$ , which means a strong positive linear relationship exists between Leadership Style and Motivation. Also, the correlation coefficient between Performance and Leadership Style is  $r=0.633$ , and we say there is a strong positive linear relationship between Performance and Leadership Style. Since  $p<0.01$ , we conclude that the results are significant (Table 8).

Table 8.

Correlations leadership style			
Leadership Style	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
			.633**
			.000

	N	383	383	383
Motivation	Pearson Correlation	.524**	1	.691**
	Sig. (2-tailed)	.000		.000
	N	383	383	383
Performance	Pearson Correlation	.633**	.691**	1
	Sig. (2-tailed)	.000	.000	
	N	383	383	383

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

The value of R<sup>2</sup> in Table 8 tells us what percentage of the dependent variable, i.e. Leadership Style, is explained by independent variables, such as motivation and performance. Thus, 61.5% of the dependent variable or Leadership Style is explained by motivation and performance, while the remaining 38.5% is explained by variables that are not included in the model. Another important test besides this is the Durbin Watson test which shows whether or not there is autocorrelation in the model. The autocorrelation problem does not exist in the present case because the Durbin Watson test value is 1.69.

Table 9.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 <sup>a</sup>	.615	.412	.39944	1.695

a. Predictors: (Constant), Performance, Motivation

b. Dependent Variable: Leadership Style

ANOVA test indicates the signification of the model proposed. Because the value of F = 134,727 and the value of p is p = <0,05, these are indicating that the used model is significant at each level (F<sub>(2,380)</sub> = 134,727, p = <0,05 – F > F<sub>(2,380)</sub>, 134,727 > 3.84) (Table 10).

Table 10.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.991	2	21.496	134.727	.000 <sup>b</sup>
Residual	60.629	380	.160		
Total	103.620	382			

a. Dependent Variable: Leadership Style

b. Predictors: (Constant), Performance, Motivation

#### 4. Analysis and discussion

The data were analyzed using the approach based on: the measurement model (to establish the reliability and validity of the operationalized measures) and the validation of the relationships between the latent constructs. Scale reliability was developed to check the reliability and validity of the measured items (Table 11). Measurement of questionnaire reliability was possible based on Cronbach's Alpha coefficient values for each category of questionnaire sessions. According to Table 10, the total reliability of the instrument for all

Chro alpha categories is LS = 0.720, EM= 0.740, EP = 0.802 so Chro alpha > 0.70; for composite reliability: LS = 0.748, EM = 0.798, EP = 0.833 therefore and CR > 0.70; for the average Variance extracted: LS = 0.655, EM= 0.536, EP = 0.588 so AVE >0.5 and the condition CR > AVE is met, which indicates that the reliability of the questionnaire is reliable, as it appears from Figure 1.

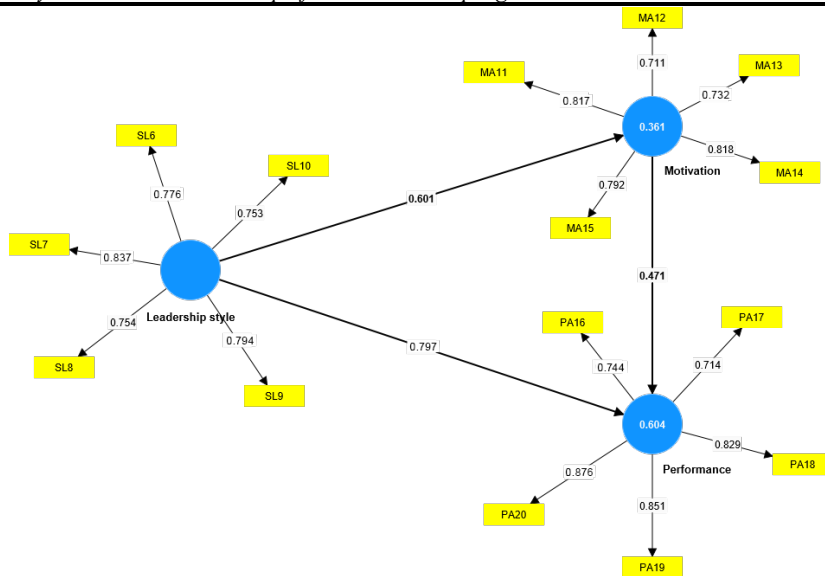
Table 11.

**Confirmatory factor analysis and descriptive statistics**

Const ruct	Item	Measure	Mean	VIF	Loading (St.Est.)	Chro alpha	AVE	CR
<b>1.1. Leadership Style</b>						0.720	0.655	0.748
	SL6	My leader shares an inspiring vision that motivates me to contribute to common goals	4.128	1.194	0.766			
	SL7	My leader provides constant support and encouragement, improving my morale and commitment to work	3.896	1.309	0.837			
	SL8	I receive constructive and regular feedback from my leader, which helps me develop professionally	4.081	2.527	0.754			
	SL9	My leader delegates authority and responsibilities, giving me the opportunity to demonstrate and develop new skills	3.992	2.534	0.794			
	SL10	My merit and achievements are recognized and appreciated by my leader, which increases my motivation	3.822	1.194	0.753			
<b>1.2. Employee Motivation</b>						0.740	0.536	0.798
	EM11	I am deeply satisfied with the work I do within the organization	3.658	1.372	0.817			
	EM12	I feel motivated by personal achievement and the opportunity to learn and grow within the organization	4.000	1.879	0.711			
	EM13	The organization's recognition and rewards system motivates me to improve my performance	3.501	1.061	0.732			
	EM14	I feel committed to the mission and values of the organization, which positively influences my work	3.804	1.805	0.818			
	EM15	The positive and supportive work environment helps motivate me to work efficiently	4.089	1.996	0.792			
<b>1.3. Employee Performance</b>						0.802	0.558	0.833

EP16	My performance at work has improved because of leadership style	4.439	1.375	0.744
EP17	The quality of my work reflects the high standards encouraged by my leader	4.065	1.652	0.714
EP18	I am open and adaptable to changes in the organization, thus contributing to continuous improvement	3.909	2.362	0.829
EP19	My contribution to the workplace directly supports the achievement of the organization's goals	3.608	2.538	0.851
EP20	I take the initiative to propose and implement innovative solutions, thus improving organizational performance	4.112	1.522	0.876

Notes: composite reliability (<sup>a</sup>CR); average variance extracted (<sup>b</sup>AVE); \*\*\* p < 0.000 Removed items: indicator items are below 0.5: All items Loading > 0.7 indicates indicator reliability; All average variance extracted (AVE) > 0.5, as indicated by convergent reliability; All-composite reliability (CR) > 0.7 indicates internal consistency; All Cronbach's Alpha > 0.7 indicate the reliability of the indicator; All VIF values > 0.5 indicate multicollinearity  
 Source: made by the author with the help of SMARTPLs 4.1 program



**Figure 1.** The results of the structural model  
 Source: made by the author with the help of SMARTPLs 4.1 program

Analyses indicate that the validity and reliability of the model are achieved: according to internal consistency (Table 11), all item loadings are above 0.7; Cronbach's alpha is also around and above 0.7 (Henseler & Sarstedt, 2013); all AVE (average variance extracted) values are above 0.5 (Hair, 2014); and CR (composite reliability) values are higher of 0.7, ranging from 0.748 to 0.833 (Nemţeanu et al., 2022), VIF values for all analyzed variables (as calculated in Table 17) were found to be greater than 0.5, indicating that multicollinearity is not a problem for the study. The correlation coefficients of the 3

constructs in this study are shown below (Table 17). According to the Fornell- Larcker (1981), the lowest value obtained for AVE was obtained for the latent variable EM (0.536) and EP (0.558), being higher than the minimum allowed limit of 0.5. The values obtained for AVE are more higher than the correlation coefficient between the competent variables and all distict variables and it can be added that the reflective model meets the criteria of discriminant validity (Table 12).

Table 12.

**Discriminant validity analysis Fornell- Larcker**

	<b>Leadership style</b>	<b>Motivation</b>	<b>Performance</b>
<b>Leadership style</b>	0.674		
<b>Motivation</b>	0.601	0.660	
<b>Performance</b>	0.680	0.709	0.747

Note: <sup>a</sup> Diagonal elements (bold) are the square root of the average variance extracted (AVE);

<sup>b</sup> Diagonal elements are correlations between constructs, \*\*p < 0.01;

<sup>c</sup> The diagonal elements are the square of the correlations.

Source: made by the author with the help of SMARTPLS 4.1 program

Table 13 presents the standardized coefficients Path ( $\beta$ ) that indicate the intensity of the links between the structural model variables. Their values vary between -1 and 1. The correlation of latent variables is significant if the “t-value” levels are greater than 1.96 and the “p-value” less than 0.05 (Mara Del Baldo, 2023; Xuefeng Cao, 2023).

Table 13.

**Testing hypothesis**

Testing hypothesis	Beta ( $\beta$ )	T – Value (>1.96)	P Values (<0.05)	Results
<b>H<sub>1</sub> - SL -&gt; EM</b>	0.601	18.749	0.000	Accepted
<b>H<sub>2</sub> - SL -&gt; EP</b>	0.397	11.229	0.000	Accepted
<b>H<sub>3</sub> - EM-&gt; SL -&gt; EP</b>	0.239	11.200	0.000	Accepted

A mediation analysis was conducted to assess the mediating role of SL in the link between EM and EP. The results (see Table 14) showed that the total effect of EM on EP was significant (H3:  $\beta=0.709$   $t=33.440$ ,  $p < 0.000$ ). With the inclusion of the mediating variable (SL), the impact of EM on EP became insignificant ( $\beta = 0.471$ ,  $t=13.765$ ,  $p < 0.000$ ). The indirect effect of EM on EP through SL proved to be significant ( $\beta = 0.239$ ,  $t=11.200$ ,  $p < 0.000$ ). This shows that the relationship between EM and EP is entirely mediated by SL.

Table 14.

**Mediator analysis of SL on the link between EM and EP**

Total effect (EM-> EP)		Direct effect (EM-> EP)			Indirect Effects of EM on EP				
Coeff	P-value	Coeff.	P-value		Coeff	SD	T value	P Values	BI [2.5%; 97,5%]
0.709	0.000	0.471	0.000	<b>H<sub>3</sub> - EM-&gt; SL -&gt; EP</b>	0.239	0.021	11.200	0.00	0.198;0.281

The analysis's results accepted all three hypotheses, which showed that leadership styles can significantly impact motivation and implicitly lead to better employee performance in an organization.

## 5. Conclusions and future research directions

Our study highlights the importance of leadership in driving employee engagement and satisfaction, pointing out once again that leaders who adopt employee-oriented management styles can significantly improve work and organizational performance. By providing empirical evidence, our research emphasizes the importance of appropriate leadership styles in maximizing employee potential and optimizing organizational outcomes. The practical implications also emphasize the relevance of effective leadership strategies in creating motivating and performing work environments.

Given the rapidly evolving work environments, the study recognizes the critical role of effective management and leadership in organizational success. As global competition intensifies, proactive leadership changes are essential for superior performance results. With workforce dynamics, technological advances, and changing employee expectations, leadership approaches must evolve to perhaps support remote work and foster adaptive leadership in response to external and internal challenges (Maren, 2021; Pogan, 2022).

As limits we can add that from 383 respondents, there were only 56 leaders, and can be considered as being a reduced number, face to the subordinates, but in future studies, this number can be improved. And as we may observe, the respondents were from South region of Romania, the most economic developed area of the country, so this limit could be reduced from this point of view. Furthermore, another limitation of the study can be characterized as the most common challenge in social science research: the empirical evidence is based on the respondents' subjective perception, including the perception of their own performance, for which the results can be marked by the biased human nature. For the future reference, the performance indicators could be linked to the more objective measurement system, such as KPI fulfilment, even though the further research still has to acknowledge the specificities of measuring achievements in public sector compared to the more precise instruments available in the private sector (sales, ROE, etc.).

The study findings demonstrate a strong positive correlation between leadership styles, employee motivation, and organizational performance. The results indicate that leaders who adopt a more involved and supportive approach, as described in the implemented methodology, can significantly improve organizational performance by fostering a motivating and high-performing work environment. This empirical evidence further underscores the importance of adopting appropriate leadership styles to maximize employee potential, optimize organizational outcomes, and ultimately drive success in the organizational setting.

The findings are aligned with insights of numerous leadership studies that emphasize the impact of leadership styles on tackling complex challenges, promoting employee engagement, reducing workplace stress, improving skills and improving overall job satisfaction and engagement. Additionally, the study reflects on the critical role of leadership in shaping organizational performance, fostering a positive work environment, and motivating staff to meet work demands, ultimately linking leadership to organizational performance.

In addition, the article explores the impact of adaptive leadership in challenging work environments, highlighting the need for leaders to adapt to employee needs and changes in internal and external contexts. Evidence supports that adaptive leadership

positively influences employee job satisfaction, engagement, innovation, effective crisis management, and organizational adaptability, crucial for organizations navigating institutional instability and today's dynamic settings.

## References

- Atkin-Plunk, C. A., & Armstrong, G. S. (2013). Transformational Leadership Skills and Correlates of Prison Warden Job Stress. *Criminal Justice and Behavior*, 40(5), 551–568.
- Avolio, B., Walumbwa, F., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Management Department Faculty Publications*, 37. <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1036&context=managementfacpub>
- Avram, C., & Marusteri, M. (2022). Normality assessment, few paradigms and use cases. *Romanian Journal of Laboratory Medicine*, 30(3), 251–260. <https://doi.org/10.2478/rllm-2022-0030>
- Bass, B. M., & Bass, R. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*. New York: Free Press. [https://books.google.ro/books?id=dMMEnn-OJQMC&printsec=frontcover&redir\\_esc=y#v=onepage&q&f=false](https://books.google.ro/books?id=dMMEnn-OJQMC&printsec=frontcover&redir_esc=y#v=onepage&q&f=false)
- Bibu, N., & Moș, A. (2012). Leadership Style in the Romanian Public Institutions—The Case of City Halls. *Revista de Management Comparat International/Review of International Comparative Management*, 13(1), 81–87.
- Blank, W., Green, S. G., & Weitzel, J. R. (1990). A test of the situational leadership theory. *Personnel Psychology*, 43(3), 579–597. <https://doi.org/10.1111/j.1744-6570.1990.tb02397.x>
- Bronkhorst, B., Steijn, B., & Vermeeren, B. (2013). Transformational Leadership, Goal Setting, and Work Motivation. *Review of Public Personnel Administration*, 35(2), 124–145.
- Buchdadi, A. D., Dara, D., Yuwono, H., Eliyana, A., & Hamidah. (2020). Linking Transformational Leadership to Performance: A Study in a Correctional Institution. *Journal of Southwest Jiaotong University*, 55(6).
- Cliniciu, R. (2018). *Analysis of the Probability of Acceptance of the Normality Hypothesis by the Goodness-of-Fit Tests*. 19(3), 173–177. <https://doi.org/10.31926/RECENT.2018.56.173>
- Cojocar, B. (2009). Adaptive Leadership: Leadership Theory or Theoretical Derivative? *Academic Leadership: The Online Journal*, 7(1). <https://doi.org/10.58809/KMLY5598>
- Constantinescu, A., & Stegaroiu, I. (2023). The Influence of the Motivational Factors on Work Performance. *Postmodern Openings*, 14(1), 26–45. <https://doi.org/10.18662/po/14.1/602>
- Cosmin Dugan & Cristina Dugan. (2016). *Leadership și Management Eficient In Organizațiile din cadrul Sistemului de Securitate Națională/ (Efficient Leadership and Management in National Security Institutions)*. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2790276](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2790276)
- Cristina Hințea. (2015). *Transformational Leadership and Performance in the Romanian Public Administration*.



- Dimitrios Belias & A. Koustelios. (2014). Leadership and job satisfaction – a review. *European Scientific Journal*, 10(8), 24–46.
- Dizgah, M. R., Mehrabian, F., & Jani, M. (2018). Study the effect of emotional intelligence on job satisfaction considering the mediator role of job burnout, emotional labor, emotional inconsistency, personality deprivation and deficiency of individual success in the staff of guilan university of medical sciences. *Health and Safety at Work*, 8(1), 1–14.
- Edwards, J. R., Knight, D. K., Broome, K. M., & Flynn, P. M. (2010). The Development and Validation of a Transformational Leadership Survey for Substance Use Treatment Programs. *Substance Use & Misuse*, 45(9), 1279–1302.
- Filip A. (2015). Analiza stilului de leadership in administratia publică din Romania. *Revista Transilvană de Științe Administrative*, 1 (36), 35–50.
- García-Solarte, M. (2015). Formulación de un modelo de liderazgo desde las teorías organizacionales. *Entramado*, 11(1), 60–79.
- Gard, G. (2001). Work Motivating Factors in Rehabilitation: A Brief Review. *Physical Therapy Reviews*, 6(2), 85–89.
- Get, W. (2018). Relationships among transformational leadership, organizational climate, organizational citizenship behavior and performance in Romanian employees. *Romanian Journal of Applied Psychology*, 20 (2), 49–59. <https://doi.org/10.24913/rjap.20.2.04>
- Godoy, M. T. T. de, & Mendonça, H. (2020). Adaptive Expertise: A study on the influence of self-determination and transformational leadership. *Cadernos EBAPE.BR*, 18, 742–756. <https://doi.org/10.1590/1679-395120190147x>
- Gomeniuk M. O., Zagorodniuk Oksana, & Dluhoborska Liudmyla. (2023). Leadership: Essence, principles, models and significance in managerial activity. *Інтелект XXI*, 1, 2023. <https://doi.org/10.32782/2415-8801/2023-1.2>
- Govindarajan, V. (2016). Adaptive Leadership 101. *Leader to Leader*, 2016(81), 42–46. <https://doi.org/10.1002/ltl.20244>
- Guluta, M. C., & Rusu, C. (2016). LEADERSHIP STYLES AND MANAGERIAL BEHAVIOR IN ROMANIAN COMPANIES. *Polish Journal of Management Studies*, 13(2), 69–80.
- Haile, M. A. (2015). Impact of leadership approaches on employee motivation: An empirical investigation in Haramaya University. *AshEse Journal of Business Management*, 1(3), 028–038.
- Hammuda, I. M., & Dulaimi, M. (2006). The effects of the situational variables on the leadership styles in construction projects. *Leadership Styles in Construction Projects*, 22–31.
- Hanaysha R. M., J., Khalid, K., Kamariah Nik Mat, N., Sarassina, F., Yahya Bin Ab Rahman, M., & Sazali Bin Zakaria, A. (2012). Transformational Leadership and Job Satisfaction. *American Journal of Economics*, 2(4), 145–148. <https://doi.org/10.5923/j.economics.20120001.32>
- Heifetz, R., Grashow, A., & Linsky, M. (2009). The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. *Harvard Business Press*. <https://www.amazon.com/Practice-Adaptive-Leadership-Changing-Organization/dp/1422105768>

- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565–580. <https://doi.org/10.1007/s00180-012-0317-1>
- Herminingsih, A. (2020). Transformational leadership positive influence toward employee engagement through job satisfaction and its effect on improving organizational commitment. *Jurnal Manajemen Dan Pemasaran Jasa*, 13(2), 281–296.
- Hersona, S., & Sidharta, I. (2017). Influence of leadership function, motivation and work discipline on employees' performance. *Jurnal Aplikasi Manajemen*, 15(3), 528–537.
- Hidayatulloh, F. (2023). The Influence of Leadership Style on Employee Performance Mediated by Job Satisfaction and Moderated by Work Motivation. *International Journal of Social Service and Research*, 3(6), 1517–1527. <https://doi.org/10.46799/ijssr.v3i6.393>
- Highsmith, J. (2011). What is adaptive leadership? *Business*. <https://www.semanticscholar.org/paper/WHAT-IS-ADAPTIVE-LEADERSHIP-Highsmith/c4f2317b61a229dfc19dbca62bed2b879edfbab1>
- Hintea Cristina. (2015). Transformational Leadership and Performance in the Romanian Public Administration. *Revista de Cercetare Si Interventie Sociala*, 51, 103–121.
- Hogan, N. L., Lambert, E. G., Jenkins, M., & Hall, D. E. (2009). The Impact of Job Characteristics on Private Prison Staff: Why Management Should Care. *American Journal of Criminal Justice*, 34(3–4), 151–165.
- Ispas, A. (2012). *The Perceived Leadership Style and Employee Performance in Hotel Industry – a Dual Approach*. [https://www.researchgate.net/publication/303176342\\_The\\_Perceived\\_Leadership\\_Style\\_and\\_Employee\\_Performance\\_in\\_Hotel\\_Industry\\_-\\_a\\_Dual\\_Approach](https://www.researchgate.net/publication/303176342_The_Perceived_Leadership_Style_and_Employee_Performance_in_Hotel_Industry_-_a_Dual_Approach)
- Ispas Andreia & Băbăiță C. (2012). *The Effects Of Leadership Style On The Employees Job Satisfaction And Organizational Commitment From The Hotel Industry. Proceedings of the INTERNATIONAL MANAGEMENT CONFERENCE*(6(1)), 254–262.
- Iuliia Paskevskaja. (2022a). Mental health of penitentiary staff as a predictor of their successful functioning in the professional space. *Organizacijna Psihologija. Ekonomična Psihologija*, 1(25), 81–88. <https://doi.org/10.31108/2.2022.1.25.9>
- Iuliia Paskevskaja. (2022b). Penitentiary staff's psychological readiness for extreme professional situations. *Organizacijna Psihologija. Ekonomična Psihologija*, 3–4(27), 113–117. <https://doi.org/10.31108/2.2022.3.27.11>
- Jiang, S., Lambert, E. G., Liu, J., Kelley, T. M., & Zhang, J. (2017). Effects of work environment variables on Chinese prison staff organizational commitment. *Australian & New Zealand Journal of Criminology*, 51(2), 275–292.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 89(5), 755–768. <https://doi.org/10.1037/0021-9010.89.5.755>
- Jumady Edy. (2023). Impact of Leadership Style, Motivation and Training on Employee Performance. *Jurnal Ekonomi & Bisnis*, 1(2). <https://doi.org/10.60079/ajeb.v1i2.69>
- Klein, K. J., & Kozlowski, S. W. (2008). *Leadership: Enhancing Team Adaptability in Dynamic Settings*. Defense Technical Information Center. <https://apps.dtic.mil/sti/pdfs/ADA493546.pdf>

- Lambert, E. G., Hogan, N. L., Moore, B., Tucker, K., Jenkins, M., Stevenson, M., & Jiang, S. (2009). The Impact of the Work Environment on Prison Staff: The Issue of Consideration, Structure, Job Variety, and Training. *American Journal of Criminal Justice*, 34(3–4), 166–180.
- Lubis, F. M., Asmawi, M., & Tunas, B. (2019). Work Motivation of Prison Officer Post Organizational Change. *Proceedings of the International Conference on Banking, Accounting, Management, and Economics (ICOBAME 2018)*. <https://doi.org/10.2991/icobame-18.2019.5>
- Lubitz, D. V., & Wickramasinghe, N. (2006). Dynamic leadership in unstable and unpredictable environments. *International Journal of Management and Enterprise Development*, 3(4), 339.
- Mactavish, M. (1995). Toward a Leadership Model in Corrections. *Justice System Journal*, 17(3), 357–372.
- Maina, A. (2012). *Factors affecting motivation of employees: The case of Thika district health workers*.
- Majella J. Albion & Ruth-Eva Gagliardi. (2007). *A study of transformational leadership, organisational change and job satisfaction*. [https://research.usq.edu.au/download/e010bbdf5d9758c79a20d3990c92382d3ef5fcd67d75ea674cda6aaff0dc0a7b/90557/Albion\\_Gagliardi.pdf](https://research.usq.edu.au/download/e010bbdf5d9758c79a20d3990c92382d3ef5fcd67d75ea674cda6aaff0dc0a7b/90557/Albion_Gagliardi.pdf)
- Manz, C. C. (1983). Improving performance through selfleadership. *National Productivity Review*, 2(3), 288–297.
- Mara Del Baldo. (2023). The application of structural equation model in psychological research. *Cns Spectrums*, 28(S1), S17–S19. <https://doi.org/10.1017/s1092852923000858>
- Maren, G.-J. (2021). *Identifying and Overcoming Future Challenges in Leadership: The Role of IS in Facilitating Empowerment*. 537–553. [https://doi.org/10.1007/978-3-030-86800-0\\_38](https://doi.org/10.1007/978-3-030-86800-0_38)
- Marin, I. (2012). Increase Employee Motivation in Romanian SME'S. *Revista de Management Comparat International/Review Of International Comparative Management*, 13(15), 804–810.
- Marques-Quinteiro, P., Vargas, R., Eifler, N., & Curral, L. A. (2018). Employee adaptive performance and job satisfaction during organizational crisis: The role of self-leadership. *European Journal of Work and Organizational Psychology*, 28(1), 85–100. <https://doi.org/10.1080/1359432X.2018.1551882>
- Mazilu (Alexandrescu), E.-A. (2021). The concept of human resources management. *Buletinul Universității Naționale de Apărare „Carol I”*, 10(4), 63–68. <https://doi.org/10.53477/2065-8281-21-43>
- McDonald, C., & Chenoweth, L. (2009). Leadership: A Crucial Ingredient in Unstable Times. *Social Work & Society*, 7(1).
- McNeese-Smith D. (1993). Leadership behavior and employee effectiveness. *Nursing Management*, 24(5):38-9. <https://pubmed.ncbi.nlm.nih.gov/8265078/>
- Mensah, N. K. A., & Zimmerman, J. (2017). Changing Through Turbulent Times – Why Adaptive Leadership Matters. *The Journal of Student Leadership*, 1(2). <https://journals.uvu.edu/index.php/jsl/issue/view/2>
- Mohd Hamran Mohamad, Zulkiflee Daud, & Khulida Kirana. Yahya. (2014). *Impact on employees' good governance characteristics , the role of transformational leadership as determinant factor* 1.

- [https://www.academia.edu/68372202/Impact\\_on\\_Employees\\_Good\\_Governance\\_Characteristics\\_the\\_Role\\_of\\_Transformational\\_Leadership\\_as\\_Determinant\\_Factor\\_1](https://www.academia.edu/68372202/Impact_on_Employees_Good_Governance_Characteristics_the_Role_of_Transformational_Leadership_as_Determinant_Factor_1)
- Molleman, T., & van der Broek, T. C. (2014). Understanding the links between perceived prison conditions and prison staff. *International Journal of Law, Crime and Justice*, 42(1), 33–53.
- Mora, C., & Antonie, R. (2012). Levers supporting program evaluation culture and capacity in Romanian public administration: The role of leadership. *Society and Economy*, 34(3), 423–432.
- Morar, I., & Iovu, M.-B. (2019). *Aggressive behavior towards staff in the prison environment. Descriptive study on the first semester of 2015*. 12(2), 240–246.
- Natasha Smallwood, Marie M Bismark, & Karen Willis. (2023). Burn-out in the health workforce during the COVID-19 pandemic: Opportunities for workplace and leadership approaches to improve well-being. *BMJ Leader*, leader-000687. <https://doi.org/10.1136/leader-2022-000687>
- Nelson, J. K., Zaccaro, S. J., & Herman, J. L. (2010). Strategic information provision and experiential variety as tools for developing adaptive leadership skills. *Consulting Psychology Journal: Practice and Research*, 62(2), 131–142. <https://doi.org/10.1037/a0019989>
- Nemțeanu, M. S., Dinu, V., Pop, R. A., & Dabija, D. C. (2022). Predicting Job Satisfaction and Work Engagement Behavior in the COVID-19 Pandemic: A Conservation of Resources Theory Approach. *E&M Economics and Management*, 25(2), 23–40. <https://doi.org/10.15240/tul/001/2022-2-002>
- Oncioiu, I., Petrescu, M., Duică, M. C., & Croitoru, G. (2018). The Impact of Employee Motivation on Romanian Organizational Performance. *Information Resources Management Journal*, 31(4), 59–74.
- Permadi, B., Dharmanegara, I. B. A., & Sitiari, N. (2018). The effects of leadership and motivation against work discipline and performance of civil servant employees at Balai Wilayah Sungai Bali Penida. *Jurnal Ekonomi & Bisnis*, 5 (1). <https://doi.org/10.22225/jj.5.1.527.46-57>
- Pogan, L. (2022). Mitigating leadership and the new ways of working. *Sociology and Social Work Review*, 6(2), 75–82. <https://doi.org/10.58179/sswr6206>
- Popa, R. (2012). An experimental perspective over personality and leadership styles inside Romanian organizations. *Procedia - Social and Behavioral Sciences*, 33, 488–492.
- Raguž, I., & Zekan, S. B. (2015). The role of leadership in organizational adaptation process. *Management and Organization*, 596–609.
- Rawat, S. R. (2015). Impact of Transformational Leadership Over Employee Morale and Motivation. *Indian Journal of Science and Technology*, 8(S6), 25.
- Roiban Roxana Nadina. (2011). Methods of identification of the need for organizational change as being opportune. *Research Papers in Economics*, 707–712.
- Rousseau, V., & Aubé, C. (2020). Disentangling the relationship between empowering leader behaviors and adaptive performance in work teams. *Group Processes & Intergroup Relations*, 23(5), 761–777. <https://doi.org/10.1177/1368430219854801>
- Rowley, J. (1996). Motivation of staff in libraries. *Library Management*, 17(5), 31–35.

- Saleh, J. I. (2022). The role of empowering leadership in enhancing the adaptive performance of employees. *Acta Tecnológica -International Scientific Journal*, 8(1), 1–6. <https://doi.org/10.22306/atec.v8i1.137>
- Schulze, J. H., & Pinkow, F. (2020). Leadership for Organisational Adaptability: How Enabling Leaders Create Adaptive Space. *Administrative Sciences*, 10(3), 37. <https://doi.org/10.3390/admsci10030037>
- Sedat, K. (2017). Occupational stress, supervisor support, job satisfaction, and work-related burnout: Perceptions of Turkish National Police (TNP) members. *Police Practice and Research*, 18(2), 146–159. <https://doi.org/10.1080/15614263.2016.1250630>
- Sevda, K., & Yildirim, D. (2023). Investigation of some univariate normality tests in terms of type-i errors and test power. *Journal of Scientific Reports-A*, 052, 376–395. <https://doi.org/10.59313/jsr-a.1222979>
- Sirenko, C., Lyubich, A., & Popruzhna, A. (2022). *Strategic management of bodies and institutions of penalties*. 2(35). <https://doi.org/10.32782/easterneurope.35-10>
- Susilo, D. (2018). Transformational leadership: A style of motivating employees. *Management and Economics Journal (MEC-J)*, 1, 124.
- Thompson, J. (2012). Transformational leadership can improve workforce competencies. *Nursing Management*, 18(10), 21–24.
- Toufaili B. (2017). The Effects Of Transformational Leadership On Organizational Performance—A Theoretical Approach. *Proceedings of the INTERNATIONAL MANAGEMENT CONFERENCE*, 11(1), 153–163.
- Udin, U. (2020). Transformational Leadership and Organizational Commitment: A Review of Literature. *Journal of Research and Opinion*, 7(2). <https://doi.org/10.15520/jro.v7i2.49>
- Useem, M. (2010). Four lessons in adaptive leadership. *Harvard Business Review*, 88(11), 86–90.
- Uzonna, R. (2013). Impact of motivation on employees performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance*, 5(5), 199–211. <https://doi.org/10.5897/JEIF12.086>
- Vishnevskaya, N. M. (2019). *The impact of motivation on the employment activities of the staff*. 42(3), 45–50. <https://doi.org/10.37203/KIBIT.2019.42.07>
- Xuefeng Cao. (2023). The application of structural equation model in psychological research. *Cns Spectrums*, 28, S17–S19. <https://doi.org/10.1017/S1092852923000858>
- Yukl, G. (2008). *The Importance of Flexible Leadership*. [https://www.researchgate.net/publication/254848271\\_The\\_Importance\\_of\\_Flexible\\_Leadership](https://www.researchgate.net/publication/254848271_The_Importance_of_Flexible_Leadership)
- Yukl, G., & Mahsud, R. (2010a). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: Practice and Research*, 62(2), 81–93. <https://doi.org/10.1037/a0019835>
- Yukl, G., & Mahsud, R. (2010b). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: Practice and Research*, 62(2), 81–93.