

# Leadership Styles and Organizational Performance: The Mediation & Moderation Role of Different Variables

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**Abstract:** *This article aimed to identify empirical studies that examine the intervening variables in the relationship between leadership styles (transactional, transformational, and servant) and organizational performance. Thus, we sought to deliver an evidence-informed answer to what variables mediate or moderate the relationship between leadership styles and organizational performance? The author conducted a systematic literature review; as Klassen et al. (1998), a systematic review is an inclusive search for appropriate studies on a specific topic, and those identified are then evaluated and synthesized according to a predetermined explicit method. A self-controlled screening process resulted in a final sample population of 36 suitable studies. The synthesis of these empirical studies shown: (a) research about servant leadership styles is limited; (b) the variables such as organizational size, support for innovation, and uncertainty(demand and technology) used as moderator, whereas employee trust in leaders, emotion, job satisfaction, employee engagement, organizational learning, organizational innovation, knowledge, collaborative culture, purposeful performance information use, stakeholders engagement, corporate social responsibility, situational strength, human capital enhancing, and organizational control features used as mediator variables; (c) there is no research about the moderating effect of organizational commitment on leadership styles and organizational performance. The commitment may smooth the process of achieving organizational goals and objectives. This study contributes to the development of the relationship between leadership styles and organizational performance.*

**Keywords:** Transactional leadership, Transformational leadership, Servant leadership, and Organizational performance

## INTRODUCTION

The attainment of all economic, political, and organizational systems depends on leaders' effective and efficient guidance (Barrow, 1977). A critical factor in understanding the success of an organization, then, is to study its leaders. Fiedler (1996), one of the most appreciated researchers on leadership, has provided a treatise on the importance of leadership by arguing that a leader's effectiveness is a significant determinant of a group's success or failure in an entire country. Leadership is a skill used to influence subordinates to work enthusiastically towards goals identified explicitly for the shared good (Barrow, 1977; Cyert, 2006; Plsek, P., & Wilson, 2001). Great leaders generate a vision for an organization, articulate the vision to the subordinates, build a common vision, craft a path to achieve the vision, and guide their organizations into new directions (Banutu-Gomez, M. B., & Banutu-Gomez, 2007; Kotter, 2001).

In today's globalized world, with organizations surviving with rapidly changing environments, leaders face a new reality. Working in a flexible context and connected by real-time electronic communication, increasingly mobile employees have become a serious resource of their organizations (Reger, 2001). What is now needed are leaders who concurrently can be agents of the change and centers of gravity, keep internal focus and enable people and organizations to adjust and be effective, while at the same time never let go of the customer-focused and external perspective (Alimo-Metcalf, 1998). Furnham (2002) asserts that the appropriate measurement outcome from leadership quality is effectiveness (reflecting the leaders' efficacy in achieving organizational outcomes, objectives, goals, and subordinates' needs in their job).

It is also crucial to know the effect of different influencing factors on the relationship between leadership styles and organizational performance, helping the leaders to manage the change in the rapidly changing environment.

Thus, this article reviewed the moderating and mediating role of different variables on the relationship between leadership styles (transactional, transformational, and servant) and organizational performance.

## **LITERATURE REVIEW**

Leadership has been defined by considering various theoretical approaches (Block, 2003; Kouzes and Posner, 2007). According to Yammarino and Dubinsky (1994), leadership is defined as people's influence on performing tasks using mainly motivational methods. As, Boseman (2008) and Toor, and Ofori (2009), leadership can guide individuals to a specified outcome based on the inspiration of personal motives.

Also, Oladipo et al. (2013) said that the leadership style is the critical reason for any nation, organization, or unit's failure or success. According to Wang and Howell (2010), an organization's performance reflects the managers' leadership style. On the other hand, organizational performance refers to an organization's ability to achieve specific objectives and goals such as good financial results, the organization's profit, and producing high-quality products using effective strategies adopted (Koontz, H. & Donnell, 1993).

### **Transactional leadership style**

As Bass (1990, 1998), transactional leadership is a process of exchange between leaders and subordinates. Leaders recognize followers' needs and provide them with financial incentives and organizational recognition to motivate them. It also includes clarifying expectations and required tasks to obtain rewards. The transactional leader's objective is to ensure that the path to goal attainment is clearly understood by the internal actors, remove potential barriers within the system, and motivate them to achieve the predetermined goals (House, R. J. & Aditya, 1997).

### **Transformational leadership style**

Burns (1978) introduced a new leadership paradigm called "transformational leadership." The old paradigm was built on the contractual relationship between leaders and subordinates and overemphasized its power base. In contrast, Burns said that transformational leaders do more than creating an exchange relationship and discipline subordinates. They motivate followers to look beyond their self-interest, seek higher-order needs, and achieve organizational goals (Burns, 1978).

### **Servant leadership style**

Servant leadership can be defined as a desire from leaders to motivate, guide, offer hope, and provide a caring experience by establishing a quality relationship with the followers and subordinates (Greenleaf, R. K., & Spears, 2002). There are two primary constructs of servant leadership, which are (1) Ethical behavior, (2) Concern for subordinates (Ehrhart, 2004). Contee-Borders (2003) found that servant leaders are dedicated to the growth and welfare of people. Altruism, simplicity, and consciousness are Servant leader's characteristics (Johnson, 2001). A servant leader has a moral differentiation from a transformational leader in scarifies and altruistic services towards followers' high priority needs (Parolini, 2007).

## **METHOD**

This study takes relevant studies related to leadership styles and organizational performance. According to Wee BV (2016), the literature review papers' methodology should contain the themes informing the review, keywords, databases used, and some of the primary sources consulted. In this work, the leadership styles were the most relevant theme. Of the most significant were those studies that attempt to link transactional, transformational and servant leadership styles to organizational performance in an organizational setting. The review aimed to identify different intermediate variables between leadership styles and organizational performance. Thus, the following questions took as a guideline. What variables mediate the relationship between leadership styles and organizational performance? What variables moderate the relationship between leadership styles and organizational performance? The Harvard system, the author-date-page format, was used for referencing literature sources.

The study used a secondary source of data collection from 15 journals related to leadership styles and organizational performance such as British Journal of Management, Humana resource management review, International Journal of Hospital Management, International Journal of Human Resource Studies, International Management Journal, Journal of Business Ethics, Journal of Business Research, Journal of Human Resource Management, Journal of Leadership & Organizational Studies, Leadership Quarterly, Nonprofit Management & Leadership, Procedia-Social, and Behavioral Sciences, Procedia-Engineering, public administration review, and the International Journal of Human Resource management sourced as secondary data. The keywords used in searching for the articles were leadership styles, organizational performance, transactional, transformational, and servant leadership.

## RESULTS

### Method of search

Published journals were identified through electronic database searches accessible through the authors' university library system. All results were limited to English online peer-reviewed journal articles. The searches for published studies were conducted systemically, following the journals listed in the table-1.

**Table 1:** Types of journals included in a systematic literature review

No.	Type of Journal	Year of Publication	Total number of published journals	Related Journals to Leadership styles and organizational performance
1	British Journal of Management	2000-2020	309	1
2	HUMAN RESOURCE MANAGEMENT REVIEW	2000-2020	17,516	9
3	International Journal of Hospitality Management	2001-2020	186	2
4	International Journal of Human Resource Studies	2012-2020	13	1
5	International Public Management Journal	2000-2020	77	1
6	Journal of Business Ethics	2000-2020	876	1
7	Journal of Business Research	2000-2020	304	3
8	Journal of Human Resources management	all	36	1
9	Journal of Leadership & Organizational Studies	2000-2020	363	1
10	Leadership Quarterly	2000-2020	710	1
11	Nonprofit Management & Leadership	2000-2020	201	1
12	Procedia - Social and Behavioral Sciences	2009-2017	837	6
13	Procedia Engineering	2011-2018	42	1
14	PUBLIC ADMINISTRATION REVIEW	2000-2020	336	4
15	The International Journal of Human Resource Management	2000-2020	728	3
<b>Total</b>			<b>22,534</b>	<b>36</b>

### Exclusion & Inclusion criteria

The first search required that articles included in the review were studies that must: (a) be published in a peer-reviewed journal; (b) be in the English language; and (c) use the keyword "Servant, transactional, and transformational leadership." The restriction was placed on years of publication (From 2000-2020). The number of studies containing the keyword "Servant, transactional, and

transformational leadership” retrieved from each database was recorded. The researchers noted the number of external duplicates and then removed the duplicated articles from the last database explored while keeping a running total of new journals found.

Once all possible studies had been identified, the researchers conducted a second screening to assess eligibility against inclusion criteria. The inclusion criteria for the second screening required that the published peer-reviewed article meet all of the following four conditions: (a) be in the English language; (b) be an empirical study; (c) discuss transactional, transformational, and servant leadership as the central topical theme; and (d) examine transactional transformational, and servant leadership theory. Journals were omitted if any of these four components was not addressed in the results, abstract, or discussion sections of the respective study.

### Sampling

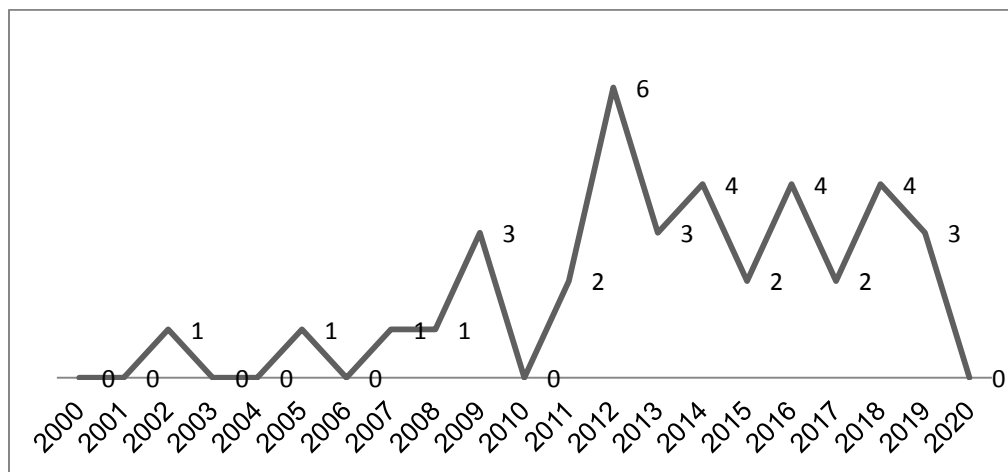
Peer-reviewed journals were identified using the key terms outlined in the exclusion and inclusion criteria section above. In all, 22,532 articles were retrieved; however, after duplicates were deleted, there remained 220 articles meeting the initial conditions. After the secondary examination process was conducted, a final sample of 36 appropriate studies was obtained. Peer-reviewed journals meeting the outlined criteria were published between 2000 and 2020. The 36 published articles were drawn from a variety of peer-reviewed journals (n= 15). Table 1 shows the list of journals included in the study and the number of articles included from each journal.

### Data analysis

The results from these studies were summarized and placed into matrixes (i.e., tables). The leadership style findings consist of synthesizing all 36 empirical studies and the quality assessment for each study, as shown in the Appendices.

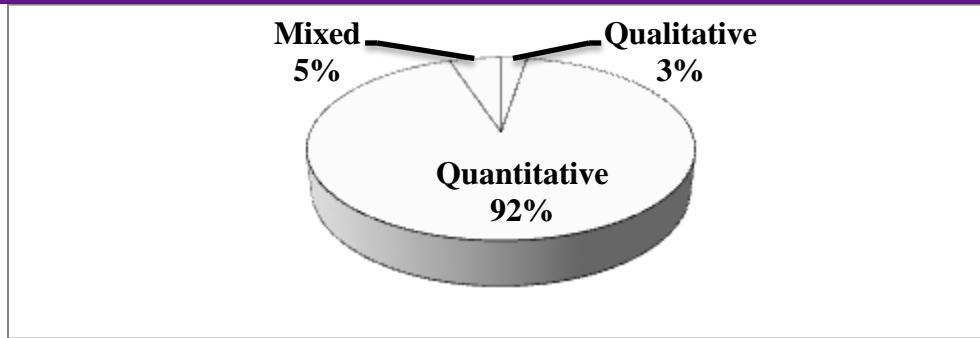
### Number of all “qualified” articles in relationship with leadership styles and organizational performance

As shown in Figure-1, the total number of all published articles – whether mixed, quantitative, or qualitative- from the 15 journals reviewed over this recent 20-year time span was 22,534. The figure shows that only 0.16% (36) of the relevant articles considered a relationship between transformational, transactional, and servant leadership and organizational performance by considering a moderating or mediating variable as a factor affecting conclusions.



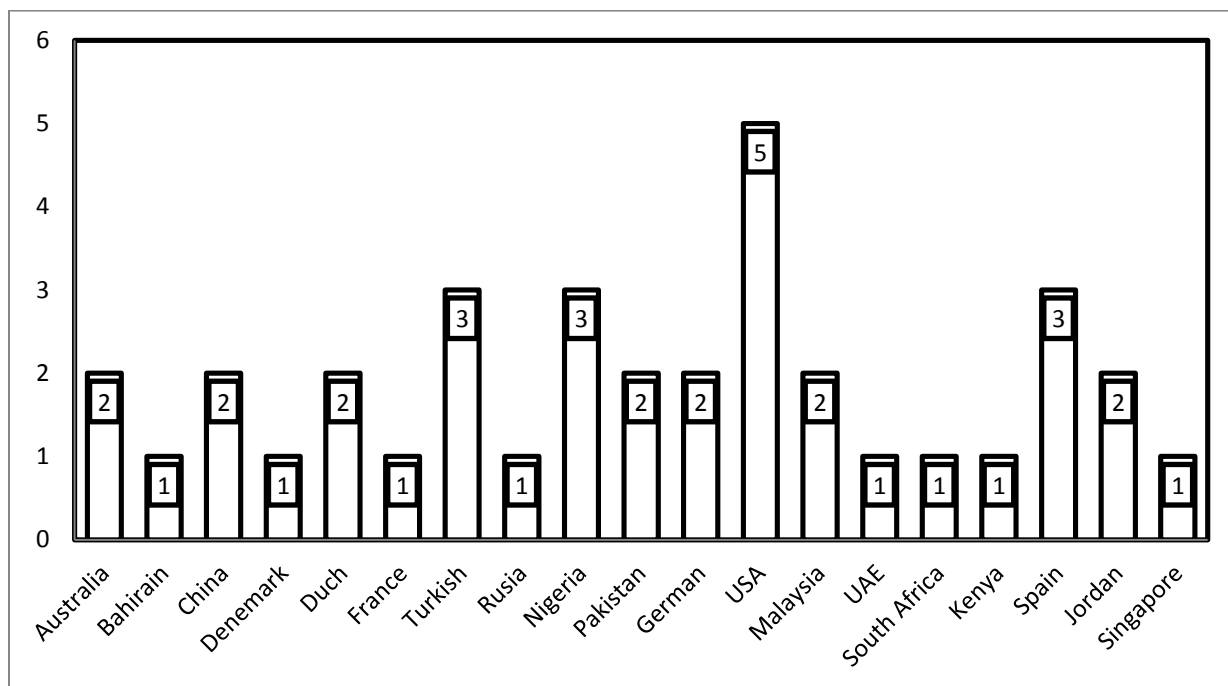
**Figure-1:** Number of published journals from 2000 to 2020 concerning leadership styles (transactional, transformational, and servant) & organizational performance

Figure-2 also shows that in the last 20 years, the percent of published articles related to leadership styles and organizational performance were qualitative 3%, mixed 5%, and quantitative 92%. Thus, quantitative researches were very dominant.



**Figure-2:** Percent of mixed, qualitative, and quantitative published journals from 2000 to 2020

Regarding the research area, the prior research dominantly focused most dominantly on the U.S.A and Europe and Asian countries, as shown in figure 3.

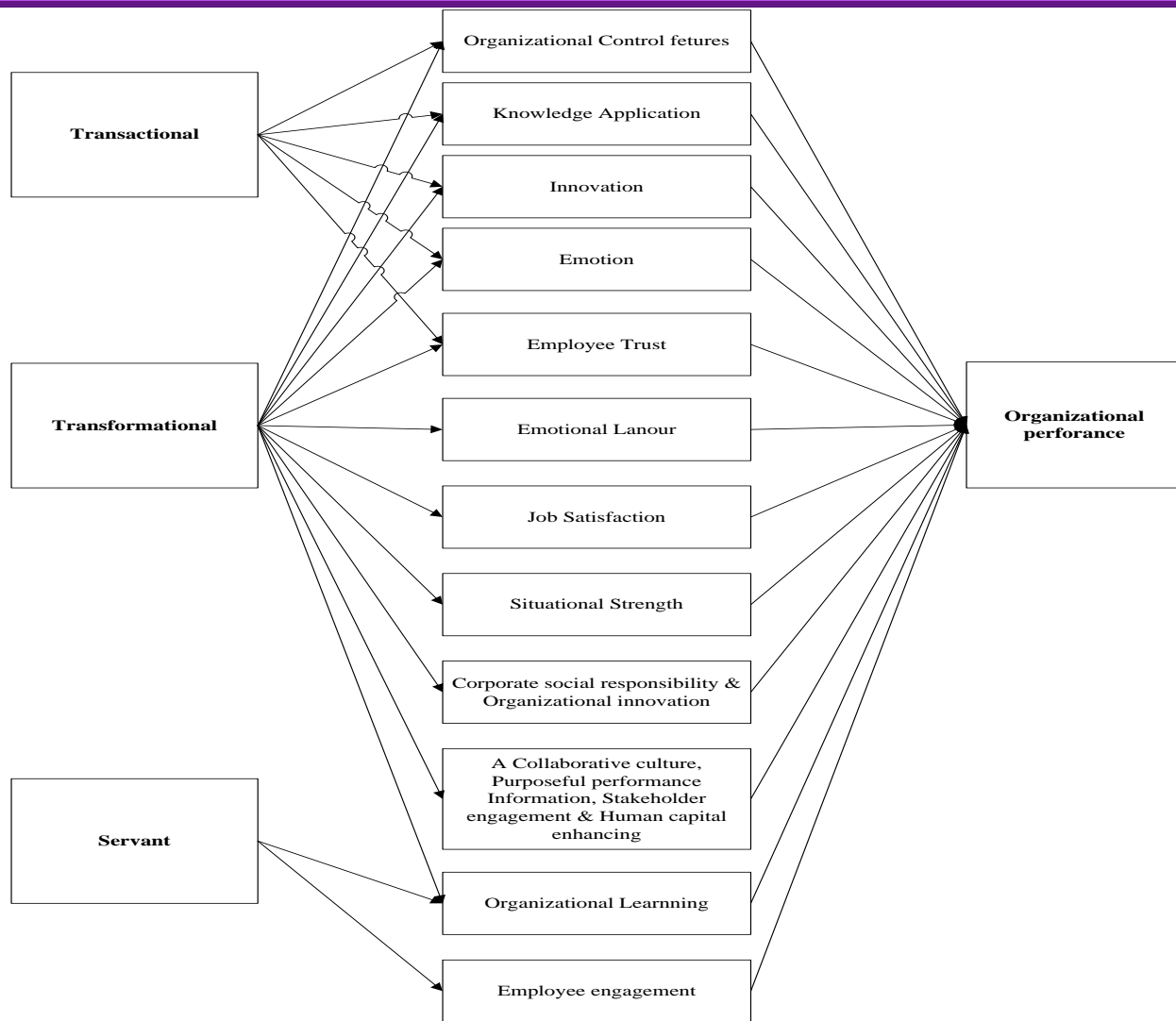


**Figure-3:** Number of published journals from 2000 to 2020 by area of study.

## DISCUSSION

### The Mediator variables

A researcher whose goal is to establish or test how X exerts its effect on Y frequently postulates a model in which one more intervening variable M has located causality between X and Y. These intervening variables, often called mediators, are conceptualized as the mechanism through which X influences Y. That is, variation in X causes variation in one or more mediators M, which in turn causes variation in Y (Andrew F., 2018).



**Figure-4:** Different mediator variables studied in past articles about leadership styles and organizational performance.

Different variables mediate the relationship between leadership styles and organizational performance in prior research, as shown in figure-4. The previous study findings discussed as follows:

1. *Employee trust in leaders, Emotion, Emotional labor, Job Satisfaction, and Employee engagement*

**Employees’ trust in leaders:** Employee trust in leaders refers to followers’ faith in the intentions and confidence in the actions of leaders (Cook, J. and Wall, 1980). The existing empirical research recommends that trust in leaders mediates the relationship between transformational leadership behaviors and organizational performance (Pillai et al., 1999; Podsakoff et al., 1990). When leaders’ role model behaviors are consistent with the organization’s values and goals- i.e., idealized influence- they show they can be trusted (Gillespie, N. and Mann, 2004).

On the other hand, leaders who engage in transactional leadership behaviors are likely to be more trusted among followers (Greenberg, 2003; Pillai et al., 1999; Podsakoff et al., 1990). In turn, followers who trust their leaders will perform at a higher level because they have confidence that their leaders will continue to honor their contracts over time (Avolio, B.J., Bass, B.M., and Jung, 1999).

Besides, Asencio (2016) study suggests that employee trust in leaders was found to mediate the relationship between transactional and transformational leadership and organizational performance. Also, transformational and transactional leadership behaviors and employee trust in leaders are positively associated with organizational performance.

**Emotion:** McColl-Kennedy and Anderson (2002) proposed and found that positive emotions are positively related to performance, and negative emotions are negatively related to performance. So, positive emotions can be seen as proxies for the enhanced motivational states that are necessary preconditions for successful performance (Judge, T. A., Erez, A., and Bono, 1998; Katzell, R. A., and Thompson, 1990). In contrast, negative emotions may decrease work-related motivation levels and yield low-level performance (Izard, 1993). As a result, Shaw & Allen's (2009) study finds negative emotions partially mediated the influence of transformational leadership on performance. Besides, positive emotions were associated with both transformational and transactional leadership.

**Emotional labor:** Emotional labor may involve enhancing, faking, or suppressing emotions to display appropriate emotions that meet organizational display rules (Goffman, 1959; Hochschild, 1983). The act of employee for the customers can be categorized into deep acting and surface acting. Deep acting is changing employees' emotions to express emotions that are in-line with organizational display rules. Deep acting often requires effort in actually feeling the emotions and expressions required. Surface acting, on the other hand, is an emotional labor strategy where individuals suppress and fake their emotions to comply with organizational display rules (Glomb, T.M., Tews, 2004).

The existing literature on emotional labor has found several different outcomes for deep-acting versus surface acting. For example, deep acting is related to greater job satisfaction, decreased burnout, and counterproductive work behaviors (Hofmann, V., Stokburger-Sauer, 2017; Hunter, E.M., Penney, 2014). Surface acting is related to greater exhaustion, increased burnout and turnover intentions, and decreased job satisfaction (Chen et al., 2012). Thus, deep acting is positively related to performance measures, and surface acting is negatively related.

Luo et al. (2019) examined the relationship between transformational leadership and service recovery performance and the mediating effect of emotional labor. The results demonstrate that transformational leadership was positively related to deep acting and negatively related to surface acting emotional labor strategies. Additionally, deep acting was positively related to service recovery performance, while surface acting was negatively related to service recovery performance.

**Employee engagement:** According to Sendawula et al. (2018), Employee engagement (EE) can be described as positive feelings among the members toward accomplishing the organization's missions. Employee engagement is considered a significant component in developing Organizational performance and achieving its task (Kazimoto, 2016). Alafeshat & Aboud's (2019) study findings indicated that employee engagement partially mediates servant leadership relationships with organizational performance (employee satisfaction and employee retention).

**Job satisfaction:** Churchill et al. (1974) defined the domain of job satisfaction as "all characteristics of the job itself and work environment which [people] find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying" (p.255). Jonathan Muterera et al. (2018) studied the relationships between followers' and leaders' perceptions of transformational leadership behavior and its relationship with organizational performance and the mediation effect of job satisfaction. The finding revealed that there were both mediated and direct effects in the leader-perception model. Whereas employee job satisfaction almost entirely mediated the follower-perception model. However, the relationship between transformational leadership and organizational performance was similar in the two models.

## 2. *Organizational learning, Innovation, Organizational Innovation, Exploratory Innovation, Knowledge, Knowledge application*

**Organizational learning:** DiBella et al. (1996) defined organizational learning as an organization's capability to improve or maintain a performance-based practice. This activity involves knowledge acquisition, knowledge sharing, and knowledge utilization. Choudhary et al. (2013) study the impact of two comparative leadership styles on organizational performance outcomes. The result shows that organizational learning enhances organizational performance. Furthermore, transformational leadership has more impact on organizational learning than servant leadership.

**Innovation:** As Belliveau P, Griffin A (2002), innovation is a new idea, device, or method; the act of generating a new process or product. This act includes invention and the work required to bring an idea or concept into final form.



Some studies have examined the impact of transformational leadership and transactional leadership on innovation. For example, García-Morales et al. (2012) investigated the impact of transformational leadership on organizational performance through dynamic capabilities of organizational learning and innovation, analyzing 168 Spanish companies. The findings indicated that transformational leadership positively affects organizational performance by applying organizational learning and innovation. Furthermore, organizational learning also has a positive effect on organizational performance through organizational innovation. Finally, this organizational innovation can have a positive impact on organizational performance.

Additionally, in another study, Jansen et al. (2009) examined the relationship between strategic leadership and exploratory innovation and exploitative innovation and the mediating role of environmental dynamics. The result indicated a relationship between the transactional behavior of strategic leaders and exploitative and exploratory innovation. They showed that transformational leadership behaviors play an essential role in adapting to constructive thinking, followed by exploratory innovation. On the other hand, transactional leadership behaviors led to improved and developed current knowledge. The relationship between leadership and innovation and its impact on organizational performance requires understanding mediating variables such as environmental dynamics and transactional and transformational behaviors on organizational performance at different environmental dynamics.

Ebrahimi et al. (2016) research results show a negative relationship between transformational leadership and exploitative innovation. Also, there is a relationship between transformational leadership and exploratory innovation. Besides, there is a relationship between transactional leadership and exploitative innovation. It was found that the relationship between transactional leadership and exploratory innovation is negative.

**Knowledge Application:** Knowledge is of two types: (1) explicit knowledge — knowledge that is distributable, easy to handle, documentable, and storable; (2) tacit knowledge — knowledge that is inimitable, valuable, underutilized, unarticulated, and residing in employees' brain; (Jimes, C., & Lucardie, 2003). According to Filius et al. (2000), the tactical knowledge management process includes knowledge acquisition, documentation, creation, transfer, and application.

Birasnav (2014) study examines a comprehensive model comprising of various relationships between transactional and transformational leadership, knowledge management (KM) process, and organizational performance. The result shows that transformational leadership has strong and positive effects on the knowledge management process and organizational performance after controlling transactional leadership. Further, the knowledge management process partially mediates the relationship between transformational leadership and organizational performance after controlling for the effects of transactional leadership. Implementing the knowledge management process in any organization is essential as it enhances individual employees and employees (Liao, S. H., & Wu, 2010).

3. *A collaborative culture, Purposeful performance information use, Stakeholders engagement, corporate social responsibility, Situational /climate/ strength, Human capital enhancing, and Organizational control features.*

**Collaborative Culture, Purposeful performance information use, and Stakeholders engagement:** According to Bedwell et al. (2012), a *collaborative culture* is based on values and beliefs that encourage and support individuals to engage in interactive processes to achieve a common goal. It is characterized by appreciation and mutual trust between cooperation and individual participation and building cohesion opportunities (Hoegl, Martin, 2001; Sherony, Kathryn M., 2002). Transformational leaders can foster a development culture that helps the organization adapt to its environment and obtain essential resources (Moynihan, Donald P., Sanjay K. Pandey, 2012) while also demonstrating the value of a collaborative culture, which inspires employees to work together for a common objective. Such leaders nurture a collaborative culture by communicating shared visions, building mutual respect and trust, and enabling opportunities for cooperation between employees (Demir, 2008).

*Purposeful use of performance information* is defined as using performance information to improve decision-making and strengthen internal management (Moynihan et al., 2012; Sun, Rusi, 2014). It can nurture “collective rather than individual benefit” (Moynihan et al., 2012, p.147) and creates a focus on an organization's overall effectiveness. Concentrating on performance can be used as an institutionalized tool to unify employees and confirm that all actions are directed toward the same objectives (Ingraham et al., 2003).

*Stakeholder engagement* is the extent to which citizens' views are considered in an organization's decision-making method may be influenced by the leadership styles of those with actual authority in the organization (King et al., 1998).



Regarding the above, the empirical study results of Sun & Henderson (2017) show that purposeful performance information use and stakeholder engagement mediate between transformational leadership style and student test scores.

**Corporate social responsibility(CSR):** The literature suggests that CSR practices result in innovation through certain social or environmental drivers that create an enabling environment and managerial capabilities for new product development, new processes, and new markets, and improved financial performance (Hart, 1995; Hull, C. E., & Rothenberg, 2008; Russo, M. V., & Fouts, 1997). Khan et al.'s (2018) study introduce CSR and organizational innovation as potential mediators of relationships between the critical constructs of transformational leadership and organizational performance. The results reveal that a combination of CSR and transformational leadership leads to high performance. Alternately, high performance results from high innovation.

**Human-capital-enhancing HRM:** Human resources are the efforts, skills, and capabilities that people contribute to an employing organization that enables it to continue in existence. Human-capital-enhancing HRM is generally perceived as a distinctive approach to managing people that seeks to achieve a reasonable advantage through the strategic development of a highly committed and capable workforce (Huselid, 1995; Youndt, M. A., Snell, S. A., Dean, J. W., Jr., & Lepak, 1996). Sophisticated and integrated HRM practices will have a positive effect on employee performance by increasing knowledge, skills, and abilities, improving motivation, reducing shirking and absenteeism, and increasing the retention of competent employees

Zhu et al. (2005) prove that human-capital-enhancing HRM fully mediates the relationship between transformational leadership and organizational outcomes. Also, human-capital-enhancing HRM partially mediates the relationship between transformational leadership and absenteeism.

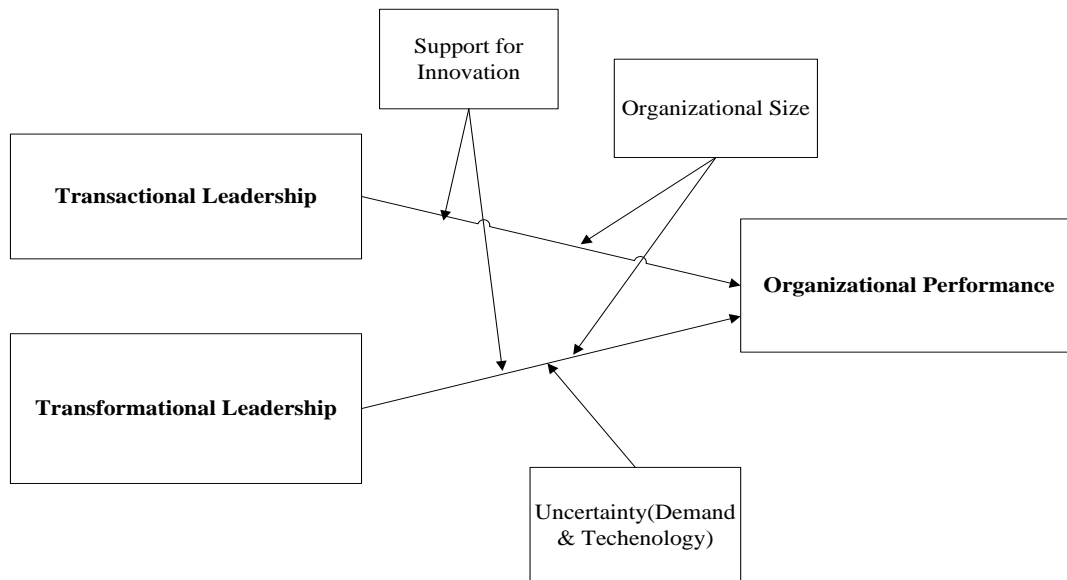
**Situational /climate/ strength:** Within the organization, there is a sharing of/variance in perceptions of beliefs and values, reflecting the organizational climate's strength. In other words, the agreement/disagreement among the organization/department employees concerning the practices and policies that characterize them will determine whether the climate is strong enough to induce desired behaviors (Dickson et al., 2006; Schneider et al., 2002). A strong climate reflects less ambiguity about the organization's policies, practices, procedures, and goals. This climate strength leads to shared expectations and perceptions among the group members, necessary for behavioral uniformity. In practice, strong climates stimulate sharing the standards, practices, and expectations associated with the organization's environment. Nevertheless, it should be remembered that even when the organizational climate is strong, it may be negative. There is behavioral consistency among the employees, but these behaviors do not reflect what is desired and not favorable for organizational performance.

In organizations with strong climates, the consensus among employees about how the organization works enhances the relationship between the climate and its results through greater consistency and continuity of employee behavior (Dickson et al., 2006). Moreover, if the organizational climate is strong, there will be more chance of its persisting throughout its life (Schneider et al., 2002). Climate strength is considered to favor the organization, provided that it is geared towards good performance (Dickson et al., 2006).

Pereira & Gomes (2012) study explores the relationships between HR strength, leadership, organizational climate, and performance. The result found a positive relationship between the variables; however, the mediating effects of climate were only observed between leadership and performance.

### **The Moderator variables**

According to Andrew F. (2018), "an association between two variables X and Y is said to be moderated when its size or sign depends on a third variable or set of variables W."(p.8). In prior research, support for innovation, organizational size, demand uncertainty & technology uncertainty moderated the relationship between leadership styles and organizational performance, as shown in figure-5 (Chen et al., 2019; Elenkov, 2002; Nazarian et al., 2017). The moderation effect of the above variables discussed as follows.



**Figure-5:** Different moderator variables studied in past journals about leadership styles and organizational performance.

**Support for Innovation:** Elenkov's (2002) study investigated the main effects of transformational and transactional leadership on organizational performance. The result proved that transformational leadership directly and positively predicted Russian companies' organizational performance over and beyond transactional leadership. Also, support for innovation significantly moderated the relationship between transformational leadership and organizational performance.

**Organizational Size:** Organizational size is commonly accepted as a variable that influences effectiveness (Hambrick, D.C., and Mason, 1984; Hambrick, 1989) and performance. Organizational size is seen as a variable that captures the scope of operations differentiation and increased bureaucratic complexity (Pawar, B.S. and Eastman, 1997). Thus, positive relationships have been found between organizational size and performance in most studies conducted (e.g., Johnson, R. and Greening, 1999; Muller, A. and Kolk, 2010; Stanwick, P. and Stanwick, 1998). Scholars have argued that leaders have less influence on larger organizations' performance due to the complexity in establishing organizational structure and culture (e.g., Hunt, 1991; Koene et al., 2002; Nahavandi, A. and Malekzadeh, 1993).

The purpose of Nazarian et al.'s (2017) paper is to investigate how leadership is perceived and how leadership styles influence performance from young professionals' perspectives. The main findings supported a significant positive impact of transformational and transactional leadership on organizational performance. Equally, the relationship between the passive/avoidant leadership style and organizational performance was statistically significant but negative.

**Demand uncertainty & Technology uncertainty:** Chen et al. (2019) paper aim to reconcile the inconsistent findings of the effects of CEO transformational leadership on firm performance by using upper echelon theory to hypothesize and empirically demonstrate that CTL causes exploratory innovation in an organization, which in turn has a reversed U-shaped effect on organizational performance. The findings support most of the hypotheses and provide insights into the complex mechanism by which CTL affects firm performance, particularly in an increasingly uncertain global economic environment.

## CONCLUSION

Rapidly changing and more competitive situations have increased the significance of developing competitive advantage through leadership to improve organizational effectiveness (Jaramilo et al., 2005). Leadership has a significant influence on performance (Agle et al., 2006; Felfe and Schyns, 2004; Peterson, W., G. Gijbers, 2003).

In prior researches, employee trust in leaders, emotion, and organizational control futures mediated the relationship between leadership styles (transactional and transformational) and organizational performance, whereas organizational size moderates the relationship between transactional and transformational leadership with organizational performance in the same context.

Transformational leadership tries to create emotional links with its followers and stimulates higher values. Such leadership conveys the reputation of having a shared mission and infusing a sense of purpose, direction and meaning into the followers' labor (Avolio, B.J., Bass, B.M., and Jung, 1999). Regarding the relationship between transformational leadership and organizational performance, support for innovation and uncertainty (demand and technology) moderates the relationship between transformational leadership and organizational performance. On the other hand, the variables such as situational strength, organizational innovation, corporate social responsibility, purposeful performance information, stakeholder engagement, human-capital-enhancing HRM, organizational learning, knowledge application, exploratory innovation, emotional labor mediated the relationship between transformational leadership styles and organizational performance.

Servant leaders are identified by their self-construction (who they are) and by their primary motivation to serve (what they do), and from this conscious choice of 'doing' and 'being,' they aspire to lead (Sendjaya, S., & Sarros, 2002). For the past 20 years of study concerning servant leadership and organizational performance, the researcher's intermediate variable was only employee engagement. Alafeshat & Aboud's (2019) indicated that employee engagement partially mediates servant leadership with employee satisfaction and employee retention (organizational performance). Servant leadership plays a role in creating positive feelings and increasing job engagement (De Clercq et al., 2014). Also, employee engagement is considered a significant component in developing organizational performance and achieving its task (Kazimoto, 2016).

It has been accepted that the leadership style's nature is the critical factor for any nation, organization, or unit (Oladipo et al., 2013). Different leadership styles have been studied in the past 20 years; those are autocratic/dictatorship/, democratic/participative, delegate, relations-oriented, task-oriented, change-oriented, transactional, transformational, laissez-faire; however, research about servant leadership style has limited.

Also, leaders in the organization can exhibit various leadership styles, but research has yet to provide data on the combination of leadership styles. Although different leadership styles and organizational performance have been extensively examined, no study has explored the relationship between the three leadership styles (i.e., transactional, transformational, and servant) with organizational performance.

Besides, even if innovation, organizational size, and uncertainty (demand and technology) moderate the relationship between leadership styles and organizational performance, there is no sufficient research about the moderating effect of organizational commitment on leadership styles and organizational performance. The commitment may smooth the process of achieving organizational goals and objectives.

### **Recommendation for future research**

Nowadays, different organizations, either public or private organizations, face high turnover in their organizations. The reason is that the employees switch to other organizations because of slightly better pay or additional benefits as compare to existing organizations. In prior researches, support for innovation, organizational size, demand uncertainty & technology uncertainty moderated the relationship between leadership styles and organizational performance (Chen et al., 2019; Elenkov, 2002; Nazarian et al., 2017). However, there is no sufficient research about the moderating effect of organizational commitment on leadership styles and public organizational performance. Thus, we recommend an additional study on the relationship between leadership styles and organizational performance and how this association might be moderated by organizational commitment to extend leadership styles and organizational theories.

Besides, most of the past researches were quantitative researches, and mixed research types are scarce. Also, it has not yet been done holistically. It is still difficult to conclude since past research is concentrated in Europe and U.S.A, as well as those researches focus on privately-owned and profit-oriented institutions. However, studies on public sector and non-profit organizations are few. So, we recommend conducting mixed types of research in different study areas and public and non-profit organizations that will extend leadership styles and organizational performance theories.

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APPENDICES

**Annex 1:-** The mediation role of different variables on the relationship between leadership styles and organizational performance in different top journals from 2000 to 2020.

Author	Dimensions (Independent variables)	Components (Dependent Variables)	Mediator	Findings
Asencio (2016)	Transactional & Transformational	Organizational performance	Employee trust in leaders	<ul style="list-style-type: none"> <li>The relationship between transactional, transformational leadership and organizational performance mediate by Employee trust in leaders.</li> </ul>
Shaw & Allen (2009)	Transactional & Transformational	Organizational performance	Emotion	<ul style="list-style-type: none"> <li>Positive emotions were associated with both transformational and transactional leadership.</li> <li>Negative emotions mediated the relationship between transformational leadership and performance.</li> </ul>
Luo et al. (2019)	Transformational	Service recovery performance	Emotional labor	<ul style="list-style-type: none"> <li>The results demonstrate that transformational leadership was positively related to deep acting and negatively related to surface acting emotional labor strategies. Additionally, deep acting was positively related to service recovery performance, while surface acting was negatively related to service recovery performance.</li> </ul>
Alafeshat & Aboud (2019)	Servant	Organizational performance	Employee engagement	<ul style="list-style-type: none"> <li>The study's findings showed that servant leadership was positively linked with Employee Satisfaction and Employee Retention as indicators for organizational performance. Finally, the findings indicated that Employee engagement partially mediates SL's relationships with employee satisfaction and employee retention.</li> </ul>
Muterera et al. (2018)	Transformational	Organizational performance	Job satisfaction	<ul style="list-style-type: none"> <li>In the two models, the relationship between transformational leadership and organizational performance was similar.</li> <li>Job satisfaction almost entirely mediated the follower-perception model.</li> <li>In contrast, there were both mediated and direct effects in the leader-perception model.</li> </ul>

(Continued)

The mediation role of different variables on the relationship between leadership styles and organizational performance in different top journals from 2000 to 2020

Author	Dimensions	Components	Mediator	Findings
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	(Independent variables)	(Dependent Variables)		
Choudhary et al. (2013)	Transformational & Servant	Organizational performance	Organizational learning	<ul style="list-style-type: none"> <li>Organizational learning enhances organizational performance, and transformational leadership has more impact on organizational learning than servant leadership.</li> </ul>
Ebrahimi et al. (2016)	Transactional & Transformational	Organizational performance	Innovation	<ul style="list-style-type: none"> <li>There is a relationship between exploitative innovation and transactional leadership. Also, there is a relationship between transformational leadership and exploratory innovation.</li> <li>The relationship between transformational leadership and exploitative innovation is negative. Also, there is a negative relationship between transactional leadership and exploratory innovation.</li> </ul>
García-Morales et al. (2012)	Transformational	Organizational performance	Organizational Learning & Innovation	<ul style="list-style-type: none"> <li>organizational learning and innovation mediate the relationship between transformational leadership and organizational performance.</li> </ul>
Aragón-Correa et al.(2007)	Transformational	Organizational performance	Organizational learning & Innovation	<ul style="list-style-type: none"> <li>Organizational learning had a more powerful direct influence on Innovation than CEO transformational leadership for our sample; however, leadership had a strong and significant influence on organizational learning, indirectly affecting firm innovation. Additionally, innovation positively and significantly influenced performance. Organizational learning also positively affected performance, but interestingly mainly through innovation.</li> </ul>
Birasnav (2014)	Transactional & Transformational	Organizational performance	Knowledge application	<ul style="list-style-type: none"> <li>The knowledge management process partially mediates the relationship between transformational leadership and organizational performance after controlling for the effects of transactional leadership</li> </ul>
Chen et al. (2019)	Transformational	Firm performance	Exploratory Innovation	<ul style="list-style-type: none"> <li>When high technology uncertainty and low demand uncertainty are combined, CTL's most affected the firm performance.</li> </ul>

(Continued)

The mediation role of different variables on the relationship between leadership styles and organizational performance in different top journals from 2000 to 2020

Author	Dimensions (Independent variables)	Components (Dependent Variables)	Mediator	Findings
Gong & Subramaniam (2018)	Transactional & Transformational	School performance	Organizational control features	<ul style="list-style-type: none"> <li>The findings indicate that organizational management and accounting literature linking leadership style, organizational controls, and organizational performance in a school</li> </ul>

				context.
Pereira & Gomes (2012)	Transformational & Human resource practices	Organizational performance	Situational strength	<ul style="list-style-type: none"> <li>The results show that the mediating effects of climate were only observed between leadership and performance.</li> </ul>
Khan et al. (2018)	Transformational	Organizational performance	Corporate social responsibility & organizational innovation	<ul style="list-style-type: none"> <li>The results reveal that a combination of CSR and transformational leadership leads to high performance. Alternately, high performance results from high innovation.</li> </ul>
Sun & Henderson (2017)	Transformational	School performance	A collaborative culture, Purposeful performance information use & Stakeholder engagement	<ul style="list-style-type: none"> <li>A purposeful performance information use and stakeholder engagement mediate transformational leadership style and student test scores.</li> </ul>
Zhu et al. (2005)	Transformational	Organizational outcomes	Human-capital-enhancing HRM	<ul style="list-style-type: none"> <li>Human-capital-enhancing HRM fully mediates the relationship between transformational leadership and organizational outcomes.</li> <li>Human-capital-enhancing HRM partially mediates the relationship between transformational leadership and absenteeism.</li> </ul>

**Annex 2:-** The moderation role of different variables on the relationship between leadership styles and organizational performance in different top journals from 2000 to 2020.

Author	Dimensions (Independent variables)	Components (Dependent Variables)	Moderator	Findings
Elenkov (2002)	Transactional & Transformational	Organizational performance	Support for innovation	<ul style="list-style-type: none"> <li>The correlation between transformational leadership and organizational performance is moderated by support for innovation.</li> </ul>
Nazarian et al. (2017)	Transactional, Transformational, and Laissez-faire	Organizational performance	Organizational Size	<ul style="list-style-type: none"> <li>The main findings prove a positive impact of transformational and transactional leadership on organizational performance.</li> <li>Conversely, the relationship between the passive/avoidant leadership style and organizational performance was statistically significant but negative.</li> </ul>
Chen et al. (2019)	Transformational	Firm performance	Uncertainty (Demand & Technology)	<ul style="list-style-type: none"> <li>CTL's has the most detrimental effect on firm performance when the contingencies of high technology uncertainty and low demand uncertainty are combined.</li> </ul>



