



The Impact of Transformational Leadership on Employee Productivity, Happiness, and Burnout: The Mediating Role of Employee Engagement and Stress

تأثير القيادة التحويلية على إنتاجية وسعادة الموظفين والإحترق الوظيفي: دور التفرغ الوظيفي والإجهاد كموامل وسيطة

by

AMNEH M. I. ALI

**A thesis submitted in partial fulfilment
of the requirements for the degree of
PROFESSIONAL DOCTORATE IN BUSINESS
ADMINISTRATION (DBA)**

at

The British University in Dubai

May 2024



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Abstract

Transformational leadership (TL) is critical in addressing challenges in today's competitive and stressful organizational environments. This study examines the impact of TL on employee productivity (EP), happiness at work (HAW), and job burnout (JB) in Palestinian ministries. It also investigates the mediating roles of employee engagement (EE) and job stress (JS). The study used a quantitative cross-sectional survey of 535 low- and middle-ranking employees in Palestinian ministries. Structural equation modeling was applied to test the hypotheses. Findings revealed that TL positively influences EE, EP, and HAW, while negatively affecting JS and JB. EE positively impacts EP and HAW, while JS negatively impacts them and increases JB. Both EE and JS significantly mediate the relationships between TL and EP, HAW, and JB. The study offers practical insights for enhancing employee performance, engagement, and well-being while reducing stress and burnout in public institutions.

Keywords: transformational leadership, job stress, employee engagement, productivity, happiness at work, job burnout, Palestine

خلاصة

تُعد القيادة التحويلية عنصرًا حاسمًا في مواجهة التحديات في بيئات العمل التنافسية والمجهدّة اليوم. تبحث هذه الدراسة في تأثير القيادة التحويلية على إنتاجية الموظفين، وسعادتهم في العمل، والإرهاق الوظيفي في الوزارات الفلسطينية. كما تستقصي الأدوار الوسيطة لانخراط الموظفين والضغط الوظيفي. استخدمت الدراسة مسحًا كمياً مقطعيًا شمل 535 موظفًا من ذوي الرتب المنخفضة والمتوسطة في الوزارات الفلسطينية. تم تطبيق نمذجة المعادلات الهيكلية لاختبار الفرضيات. كشفت النتائج أن القيادة التحويلية تؤثر إيجابيًا على انخراط الموظفين، وإنتاجيتهم، وسعادتهم في العمل، بينما تؤثر سلبًا على الضغط الوظيفي والإرهاق الوظيفي. يؤثر انخراط الموظفين إيجابيًا على الإنتاجية والسعادة في العمل، بينما يؤثر الضغط الوظيفي سلبًا عليهما ويزيد من الإرهاق الوظيفي. يتوسط كل من انخراط الموظفين والضغط الوظيفي بشكل كبير العلاقات بين القيادة التحويلية والإنتاجية، والسعادة في العمل، والإرهاق الوظيفي. تقدم الدراسة رؤى عملية لتعزيز أداء الموظفين، وانخراطهم، ورفاهيتهم، مع تقليل الضغط والإرهاق في المؤسسات العامة.

الكلمات المفتاحية: القيادة التحويلية، الضغط الوظيفي، انخراط الموظفين، الإنتاجية، السعادة في العمل، الإرهاق الوظيفي، فلسطين

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List of Abbreviations

AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CMB	Common Method Bias
COR	Conservation of Resource Theory
COVID	Coronavirus
CR	Composite Reliability
CSR	Corporate Social Responsibility
EC	Employee Commitment
EE	Employee Engagement
EP	Employee Productivity
G*Power	General Power Analysis
GDP	Gross Domestic Product
GTL	Green Transformational Leadership
HAW	Happiness at Work
HR	Human Resource
HTMT	Heterotrait-Monotrait Ratio of Correlations
JB	Job Burnout

JS	Job Related Stress
LMX	Leader Member Exchange
MS	Microsoft
SD	Standard Deviation
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
TL	Transformational Leadership
UNCTD	United Nations Conference on Trade and Development
VIF	Variance Inflation Factor

Chapter 1: Introduction to the Research

1.1. Introduction

This chapter has elaborated the background of the study and the concerned variables. Also, it has highlighted the problem of this study along with rationale of the problem. Importantly, it has explained the main purpose of current study, followed by the objectives and questions of the study. In addition, this chapter explained the scope of current study. It also highlighted the gap and significance of the study with reference to previous studies. Finally, this chapter has included some operational definitions of the current study variables, followed by the structure of the entire study.

1.2. Background

From previous two decades, the importance and significance of transformational leadership (TL) has immensely increased as literature is evident with extensive research studies regarding this leadership style (Kloutsiniotis et al., 2022). TL is particularly popular with respect to creating positive behaviours and emotions at workplace. Specifically, it is widely believed that transformational leaders inspire and motivate their followers. Transformational leaders are viewed as role models, who try to embody the qualities, skills and abilities, that they want, in their followers (Ma & Yang, 2020; Ratnaningtyas et al., 2021). Also, they believe on the individualized consideration, and this personal attention leaves an enormous impact on the behaviours and emotions of followers (Ratnaningtyas et al., 2021; Tsang et al., 2022). Therefore, employees leave the negative feelings and pick up the positive emotions to engage in their jobs.

Apart from above, one can imagine the significance of transformational leadership in the modern organizations by the fact that whenever it comes to increase the creativity,

innovation, self-efficacy, resilience, antifragility, satisfaction, happiness, motivation, engagement, commitment, and productivity, transformational leadership is considered to be the best choice (Milhem et al., 2019; Muliati et al., 2022; Ratnaningtyas et al., 2021; Tsang et al., 2022). Meynhardt et al. (2020) asserted that transformational leaders set standards for their followers, give them challenging tasks, encourage their abilities, empower them with autonomy, allow them freedom of sharing, and create an ethical climate. These positive steps boost up the confidence of employees and they start believing that they have competency, ability, knowledge, power, and resiliency to tackle changing circumstances (Diebig et al., 2017; Gaston, 2021). In this case, they do not feel fear, stress, exhaustion, and depression as transformational leaders enhance their perception of organizational support, which also increases their loyalty towards the organization and their jobs. This results in the high level of engagement, commitment, organizational citizenship behaviour, satisfaction, and happiness (DeSilva, 2021; Peters, 1997; Ratnaningtyas et al., 2021).

With respect to the current scenario, the significance of transformational leadership has further increased. As competition is increasing day by day around the world, survival of the organizations depends upon their innovation, competitive advantage, and quality of products or services. These things require continuous effort and tackling the customers' changing preferences effectively, and all of this stuff can be managed by employees who are considered to be the real assets of the modern organizations. Therefore, the wellbeing and modernization of employees should be the top priority for any organization, if it desires to survive in the competitive market (Abdullah et al., 2017; Kumar & Dhiman, 2020; Salas-Vallina et al., 2017). For this purpose, scholars believe that transformational leadership has proved to be the strongest antecedent to create positive behaviours, polishing the skills of employees,

motivating them to attain organizational goals, making them resilient as well as antifragile, supporting them at every stage (Budur & Poturak, 2021; Conchie, 2013; DeSilva, 2021).

Unlike private organizations, employees in public institutions, departments, or organizations are facing much larger issues. They are in a continuous state of decline regarding their performance. The prime reason of their decline is the provided surety of government regarding their financial protection. Whether they work or not, they are paid on regular basis (Elmasry & Bakri, 2019). In this case, employees are not willing to work with energy, enthusiasm, self-efficacy, and commitment. They do not see any intrinsic or extrinsic motivation to work for the betterment of the organization (Givens, 2008; Hasibuan & Bayzura, 2021). Therefore, in order to improve the devastating situation of public organizations, the role of transformational leadership should have a special place in the policy makers' minds of these departments. If this leadership style is implemented effectively in the public organizations, it can be expected that the public organizations will also work in competition to the private institutions (Herman et al., 2013; Him, 2021; Islam et al., 2021). Especially, the engagement, commitment, wellbeing, satisfaction, happiness, and productivity of employees will be increased along with decreasing the level of stressors, depression, exhaustion, and burnout. Therefore, transformational leadership has significant role not only in the productivity of an individual but also in the overall improvement of an organization (Gill et al., 2006; Kelloway et al., 2012; Kloutsiniotis et al., 2022; Salem, 2015).

1.3. Problem Statement

Current study will be based on Palestinian ministries, the performance of which is not up to the mark. In 2021, World Bank reported that although Palestinian economy has little improved, there is uncertainty and lack of sustainable growth (World Bank, 2021). Another

report of World Bank in the same year highlighted that Palestinian economy is facing some critical challenges (World Bank, 2021). This report further stated that in 2022, again the economy of Palestine will observe a slow-down. Along with economic challenges, recent prevailing situation of Covid-19 has further deteriorated the economy. This pandemic has not only affected the developing countries but also the developed ones. Statista (2022) noted that early estimates predict a decrease of around 2.9% (which was restated to 3.4%) in the GDP of major economies around the world. This report also stated that world economies lost a total of around \$2.96 trillion only up to 2020, and a report of United Nations proposed this loss to \$8.5 trillion up to 2022. With reference to Palestine, UNCTAD (2020) reported that Palestine lacks the economic tools, which are important to counter the massive challenges erupted during pandemic. This massive loss to the economies has also affected to the micro level indicators and organizations of all countries.

Currently, there are twenty-two different government departments working under the government of Palestine (Palestine Cabinet, 2022). The progress level in all these departments is going slow. Many scholars believe that along with pandemic, there are also some issues at organizational level, which are causing huge loss to the firms; therefore, these organizations are not in a position to compete at international level (Aboramadan et al., 2022; Abukhalifa & Kamil, 2022). Amongst these issues, Abukhalifa and Kamil (2022) found that the individual level performance of employees is decreasing day by day owing to low level engagement and commitment at workplace. Milhem et al. (2019) noted that only 11% employees in Palestine are engaged in work. Back in 2017, a study found that the engagement level of employees has decreased from 65% to 63% around the world, particularly, the Asian and African countries have lowest score in this regard (Hewitt, 2017). Author highlighted different reasons, out of

which one was the inefficient leadership style. This situation is particularly devastating in the public sector as employees know that they have job security; therefore, owing to lack of fear of accountability, they do not actively participate in the attainment of organizational goals as there are inappropriate leadership styles, which do not motivate or inspire the employees (Elmasry & Bakri, 2019). Public sector employees in Palestinian ministries also face a range of other challenges such as limited career development opportunities, inadequate training, political instability, technological constraints, and a lack of inclusion in decision-making processes (Barakat & Sarsour, 2021). The lack of growth opportunities and the prevalence of workplace depression further exacerbate the situation, leading to high turnover and job dissatisfaction (Shalhoub-Kevorkian, 2021). Additionally, limited access to new technologies and insufficient leadership training programs hinders employees from adapting to the fast-evolving work environment (Rabaia et al., 2020).

Apart from the above, another important aspect was highlighted by scholars with respect to Palestine. Kawiana et al. (2020) asserted that transformational leadership has significant role in increasing performance of employees; however, lack of happiness and satisfaction is hindering their performance level. Moreover, Palestinian organizations are trying to compete the international organizations, without focusing on the wellbeing of their employees; therefore, Milhem et al. (2019) found that a major portion of employees in Palestine have high level of continuous stress in the private sector, while public sector employees have lowest level of employee engagement; therefore, their creativity, innovation, satisfaction, career advancement, and productivity levels remain substantially lower compared to the private sector employees, exacerbating issues like stagnation, burnout, and dissatisfaction (Kassis & Bader, 2020). This declining engagement, satisfaction, happiness,

and productivity level can be reinstated with the help of effective role of transformational leadership as Milhem et al. (2019) have found a satisfactory improvement in the engagement level of employees due to implementation of transformational leadership. Similarly, Alkadash et al. (2020) noted that controlling the stress level and keeping employees happy can enhance their performance level. After analysing this entire situation, current study aimed at analysing the impact of transformational leadership on employee productivity, happiness and burnout, in the Palestinian ministries, by increasing employees' engagement level and decreasing their stress level. Addressing these challenges is vital, as failure to do so risks further declines in employee well-being and organizational performance, ultimately threatening the long-term viability of Palestinian public institutions (Awaad & Daoud, 2021).

1.4. Research Objectives

1.4.1. Research Aim

The primary purpose of this study was to examine the impact of transformational leadership on employees' productivity, happiness at work and burnout.

1.4.2. Research Objectives

Based on the above aim, following research objectives are developed.

- To investigate the impact of transformational leadership on employees' productivity, happiness at workplace and job burnout.
- To examine the influence of employee engagement on employees' productivity, happiness at workplace and job burnout.
- To examine the influence of job stress on employees' productivity, happiness at workplace and job burnout.

- To investigate the mediating role of employee engagement and stress between transformational leadership (independent variable) and employee productivity, happiness at workplace and job burnout (dependent variables).

1.5. Research Questions

On the basis of research aim and objectives, following research questions are developed.

- 1) What is the influence of transformational leadership on employees' productivity, happiness at workplace and job burnout?
- 2) How employee engagement influences employees' productivity, happiness at workplace and job burnout?
- 3) How job stress influences employees' productivity, happiness at workplace and job burnout?
- 4) What is the mediating role of employee engagement and stress between transformational leadership (Independent variable) and employee productivity, happiness at workplace and job burnout (dependent variables)?

1.6. Gap and Significance

The current study variables are not new, rather a lot of previous studies have explored their different dimensions. Every variable of the current study is explored separately; however, there is no previous study with the current study model. It means the primary gap of previous studies is the lack of investigation regarding the impact of transformational leadership on productivity, happiness at workplace, and job burnout, directly and in the mediation effects of employee engagement and stress. Some studies have highlighted the connection of two or three variables of this study. For instance, Khan et al. (2020) conducted a study in the

telecommunication sector of Pakistan, and collected data from 308 employees. They investigated the impact of transformational leadership on employee performance, job burnout, and social loafing in the mediation role of intrinsic motivation. Similarly, Salem (2015) conducted a study in the context of hospitality industry in five stars hotels of Egypt. Author has examined the impact of transformational leadership on job stress and burnout. Another contribution is made by Ratnaningtyas et al. (2021) in the context of a real estate company and examined the impact of transformational leadership and intrinsic motivation on employee productivity in the mediation effect of employee engagement. Similarly, with respect to happiness at workplace, which is also used as a synonymous to employee wellbeing in the previous studies, a study was conducted by Hannah et al. (2020) to investigate the impact of transactional and transformational leadership styles on employees' psychological wellbeing.

A recent study by Kloutsiniotis et al. (2022) was conducted in the context of Covid-19 and investigated the impact of transformational leadership on job burnout in the mediating effects of stress, anxiety, and loneliness. Although similar other studies are available to explore the relationship between variables of the current study, there is no evidence regarding the current study model. Also, current study is aimed to investigate the impact of transformational leadership on three different dependent variables including productivity, happiness at workplace and job burnout. Previous studies have not found these relationships before. Similarly, this study aimed to examine the effect of transformational leadership on employee engagement and job stress, both in the same model, which is also not found in the previous literature. Another contribution of the current study, and gap of the literature is the lack of evidence regarding the mediation role of employee engagement and stress between the transformational leadership and three dependent variables including employee productivity,

workplace happiness, and job burnout. Importantly, the current study model has paramount importance with respect to its implication in the governmental ministries as previous studies has majorly focused on analysing stress and burnout in private sectors. Moreover, another significant contribution of the current study is the implementation of model in the Palestine, which is another gap because previous studies have not investigated this before. Therefore, based on above mentioned gaps and significance, it is evident that current study has multiple contributions, which are useful for organizations, researchers, and academicians.

1.7. Research Scope

Before 21st century, the organizations working in developed countries mainly focused on enhancing the productivity of employees, and their engagement as well as happiness at workplace (Baldoni, 2013; Christensen et al., 2020; DeSilva, 2021). They also started focusing on finding various techniques and methods to reduce the level of stress and exhaustion among employees (Dima et al., 2021; Gill et al., 2006; Kloutsiniotis et al., 2022). However, in the recent years, it is no more a phenomena of only the developed countries, rather the organizations working in developing countries are also focusing on enhancing the engagement and productivity level of employees (Zahraei, 2021; Zondo, 2020), while at the same time, countering the negative forces like stress and burnout among employees (Mullen et al., 2018; Wu et al., 2021).

It is also important to note here that one decade before, private organizations were more active to explore the ways to enhance the wellbeing and competitiveness of their employees; therefore, a large number of studies were published, which explored various dimensions and recommendations for the organizations (Montero-Marin et al., 2014; Salem, 2015). Now, not only private firms but also the governmental firms are focusing on increasing

the positive emotions and behaviours of their employees, while controlling their negative emotions and behaviours (Kloutsiniotis et al., 2022; Meadows et al., 2022). It means the significance of employees, being assets for the organizations, in governmental departments or organizations is also increasing with the passage of time, which also highlights the need for and importance of the current study.

1.8. Operational Definitions

1.8.1. *Transformational Leadership (TL)*

TL is a leadership approach which is utilized to bring change in the behaviours of followers, employees, or workers as well as in the organization. With respect to behavioural change, TL motivates and inspires the behaviours of individuals. This leadership style boosts up the confidence level of employees at workplace. TL promotes an effective communication and interaction between workers and management. As TL has a close relation with employees, these leaders listen to the needs and wants of their followers and resolve them in the best interest of employees to enhance their morale. TL is the best source of increasing employees' engagement, productivity, and happiness at workplace. At the same time, TL decreases the job stress and burnout, which in turn to contribute to the overall performance of the organization.

1.8.2. *Employee Engagement (EE)*

EE is one of the positive behaviours and emotions, which are very effective regarding the positive outcomes in the organization. Engaged employees link themselves to their job and the organization, work for the betterment of the organization, and motivated or committed to achieve organizational goals.

1.8.3. Job Stress (JS)

Being one of the negative behaviours, job stress has severe impact on the mental, emotional, and physical well-being of employees. At the same time, job stress decreases the creativity, innovation, productivity, organizational citizenship behaviour, and happiness at workplace. Conversely, job stress also leads to burnout and turnover in the organization.

1.8.4. Employee Productivity (EP)

EP is amongst the most desirable and favourable employees' positive outcomes in the organization. It is the some of goods or services produced by individuals in the organization, and it may be resulted owing to the influence of transformational leadership, and the high level of employee engagement. Conversely, EP is badly affected by the job stress, which may also be converted to job burnout. As employee productivity ultimately supports the overall performance of the organization; therefore, it is desirable for the entire organization, especially among employees.

1.8.5. Happiness at Workplace (HAW)

Unlike traditional firms, modern organizations are sensitive towards the psychological, emotional and physical wellbeing of their employees as they are considered to be the important resources of organizations. Being amongst the positive emotions, happiness at workplace may be resulted from positive role of transformational leadership as it may encourages employees through intrinsic and extrinsic motivation and engagement, while countering their stress and burnout at the same time.

1.8.6. Job Burnout (JB)

JB is always linked with job stress and considered to be the extreme form of stress; therefore, it results from the continuous influence of various forms of stressors, while leads to

negatively influencing the overall performance of the organization. Importantly, it is the opposite of employee engagement, which means unengaged employees fall in burnout after continuous stress at workplace.

1.9. Structure of the Thesis

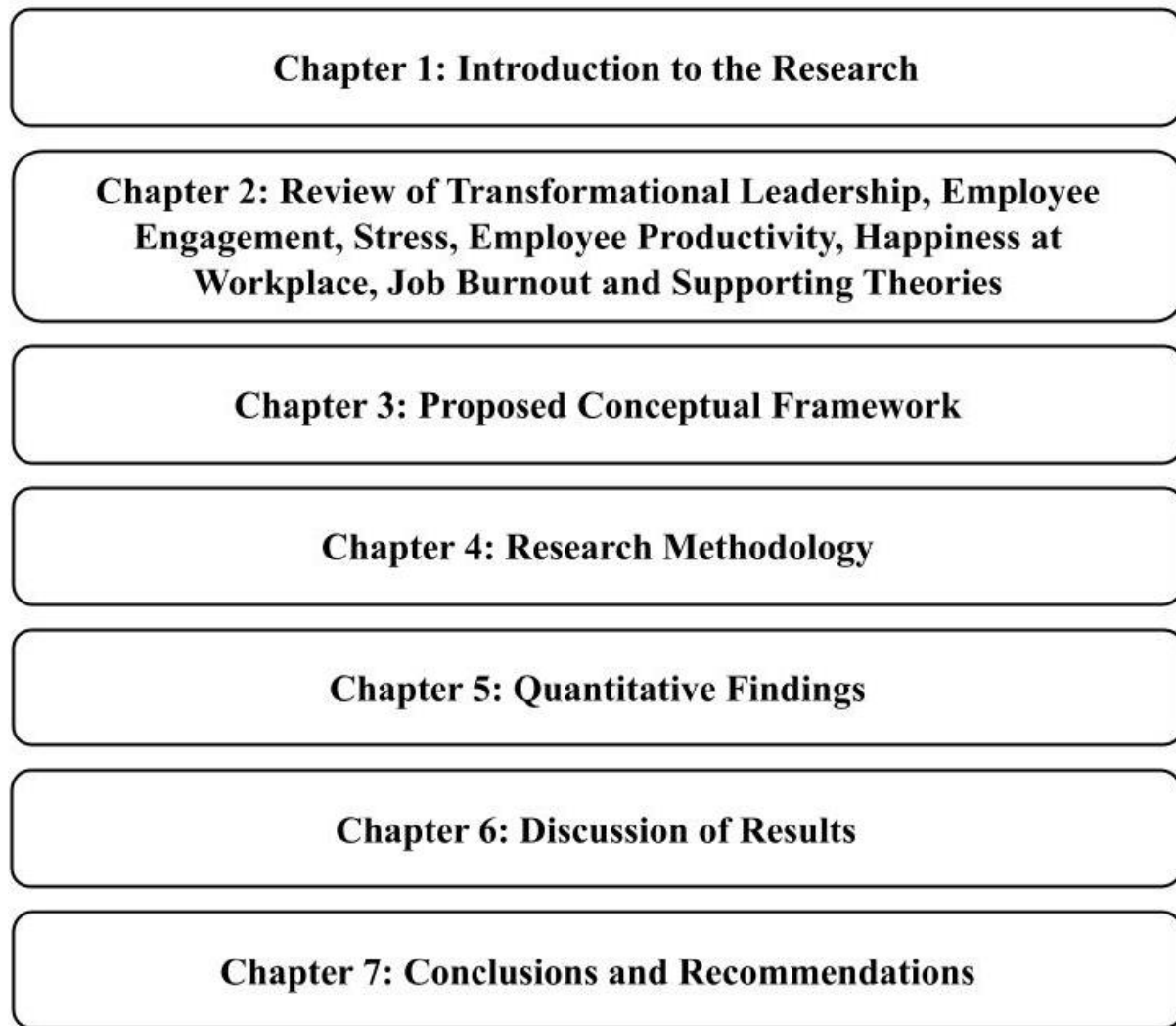
This study will be based on seven different chapters. The first chapter has provided the important background regarding the concerned variables of the study along with their intended relationship between each other. First chapter has also highlighted the problem statement of the study as well as research objectives and research questions. First chapter is also important to explain the gap, scope and significance of the study and the overall structure of the study.

In the next chapter, researcher has thoroughly explained the concerned variables of the study. Second chapter has explained the variables in terms of their emergence, definitions, importance, types, various useful dimensions, antecedents, and the consequences. Also, second chapter has highlighted the relevant theories, and it has explained the implementation of these theories in explaining the logical relation between the variables of this study.

Third chapter of this study has explained the relational literature, which is used to develop the hypotheses and framework of this study. In the fourth chapter, researcher has elaborated all the research methods including research population and research design, data collection, analysis, measurements, and research ethics. In the fifth chapter, researcher will highlight research analysis, followed by discussion in the sixth chapter. Finally, in the seventh chapter, researcher will elaborate the implications, limitations, future indications, and the conclusion of complete study.

Figure 1. 1

Structure of the Thesis



Note. The figure was generated by Author.

Chapter 2: Review of Transformational Leadership, Employee Engagement, Stress, Employee Productivity, Happiness at Workplace, Job Burnout and Supporting Theories

2.1. Introduction

This chapter highlights the review of literature regarding variables of the study. The literature comprised upon definitions, history, importance, and types of the concerned variables. Also, it thoroughly describes the predictors and outcome variables of each construct. In this chapter, the researcher has critically analyzed different dimensions of each variable, highlighting areas where previous studies are lacking in depth or context-specific insights. Importantly, this chapter provides a base for the next chapter, which will highlight the hypothesis development. This chapter also examines various related theories, identifying both strengths and gaps in existing research, which helps form a basis for identifying key research gaps in the study.

2.2. Overview of Palestine Government Ministries

The Palestinian government operates through 22 ministries, each responsible for different sectors such as health, education, finance, and social development. Key ministries include the Ministry of Finance, Ministry of Health, Ministry of Education, Ministry of Social Development, and Ministry of Local Government, which form the backbone of the public administration (Palestine Cabinet, 2022). These ministries work under the guidance of the Palestinian National Authority (PNA) and are instrumental in providing essential services to citizens. However, the effectiveness of these ministries is often hampered by the ongoing political and economic instability, which limits their capacity to deliver services efficiently.

2.2.1. Economic Outlook of Palestine

The Palestinian economy faces numerous challenges stemming from political instability, restricted movement, and trade barriers due to the Israeli occupation. According to the World Bank (2021), the Palestinian economy saw a slight recovery in 2021, primarily driven by donor aid and increased domestic consumption, but sustainable growth remains elusive. The unemployment rate remains high, particularly in Gaza, where it exceeded 50% in 2021 (World Bank, 2021). Additionally, the public sector in Palestine is heavily reliant on international aid, which makes it vulnerable to external political influences. Inflation and underinvestment in infrastructure further exacerbate economic issues, and the COVID-19 pandemic has slowed recovery efforts (UNCTAD, 2020).

2.2.2. Social Outlook of Palestine

The Palestinian social landscape is marked by a young population, with more than 30% under the age of 15, according to the Palestinian Central Bureau of Statistics (2021). Education levels are relatively high, but the mismatch between education and labor market demand contributes to rising unemployment among the youth. Social inequality is another pressing issue, with poverty rates exceeding 30% in Gaza (World Bank, 2021). Additionally, limited access to healthcare, education, and other basic services, especially in conflict-affected areas, further widens the social disparities. The prolonged conflict and occupation contribute to a sense of frustration and instability, affecting the mental health and well-being of citizens.

2.2.3. Challenges Faced by Public Sector Workers

Public sector workers in Palestine face a myriad of challenges. First, political instability and the precarious financial situation of the government lead to irregular payment of salaries, which affects employee morale and performance (Aboramadan et al., 2022).

Additionally, public sector employees often lack career development opportunities, and promotions are rarely merit-based, which hampers motivation (Abukhalifa & Kamil, 2022). The limited availability of training programs and professional development opportunities further restricts their ability to adapt to new technologies or work requirements. Furthermore, public sector workers must navigate a highly bureaucratic environment, where political influences often dictate decision-making processes, creating frustration and a lack of accountability (Elmasry & Bakri, 2019). These challenges, combined with high levels of job-related stress and a lack of job security, contribute to low levels of employee engagement and job satisfaction (Milhem et al., 2019).

2.3. Transformational Leadership (TL)

2.3.1. *Brief History and Meaning*

James MacGregor Burns, who was a political scientist and a renowned presidential biographer, has explored it in 1978; however, the term, ‘transformational leadership’ (TL) was initially utilized by a sociologist who was famous for his research on various forms of leadership styles, namely James V. Downton in 1973 (Khanin, 2007). James Burns asserted that TL is particularly highlights a valuable relationship between leadership and the followers. He further added that such leadership is very responsive to his/her followers. TL listen to their followers and pay attention to their preferences. These leaders carefully identify the needs and wants of their followers and individually focus on their preferences, issues and problems within the defined limits of the organization (Gaston, 2021). Lo et al. (2020) noted that TL has a distinctive characteristic as compared to other leadership styles, and that is the inspirational standpoint, where followers put their leaders on a standard position and follow them.

In addition, Sharma and Jain (2022) stated that TL inspires followers to act or to restrain from something or in other words, TL proves to be motivation source for personnel in an organization. Therefore, the charisma of the leadership has specific significance. Moreover, TL transforms the characteristics, skills and knowledge of the followers and continuously improve their abilities to best fit in the organization in addition to developing their careers (Colaco, 2018). Many scholars believe that TL provides needed autonomy to the followers, and employees not only work with happiness but also accepts the responsibility of their success as well as their failures (Islam et al., 2021; Muliati et al., 2022). In this way, the time to get permission from the higher authorities to make decisions is also saved, which further enhances the efficiency and speed of employees; thus, overall enhances the performance and productivity of the organization. Another distinctive characteristic of such leadership is to align the skills, interests, and knowledge of followers with the objectives of the organizations. TL develops their self-identity as well as their organizational identity in addition to providing them the authority and responsibility of accepting their failures; therefore, followers' work at a workplace where their work is valued and appreciated. When they realize that they are the owners of their decisions, they work more cautiously for being accountable to the management and leadership (Chen & Tjosvold, 2008; Colaco, 2018; Islam et al., 2021; Sharma & Jain, 2022).

2.3.2. Importance and Need in the Contemporary Organizations

In the contemporary circumstances, the preferences and behavioural patterns of customers is continuously changing, which creates a challenging and competitive environment for the organizations. Therefore, the survival of the contemporary organizations is difficult as compared to the traditional organizations. In this scenario, organizations need to be

competitive, productive, innovative, and growing in their nature to compete and survive for a longer period. For this purpose, as employees are the real assets of an organizations; therefore, they can need to be productive, innovative, creative, and competitive to increase and develop the overall performance of an organization (Gaston, 2021; Palestine Cabinet, 2022; Sharma & Jain, 2022). These challenges are better handled by a leadership which motivate and inspire the employees to work at their full potential, show commitment, engagement and attachment with the organization to work for its overall betterment. Lo et al. (2020) noted that TL work with teams or followers, identify their needs and wants, and inspires them to work for the development and the common goal of the organization, rather than preferring their immediate interests. Researchers further noted that TL inspires personnel to accept the needed change and implement the change effectively with the help of followers, who willingly follow the transformational leader. From another point of view, Franklin (2021) asserted that TL let the followers realize that the change is in the self-interest of the followers; therefore, they willingly accepts the change. Also, leader develops their perception of organizational identity, and employees feel an important place in the organization; therefore, they work with engagement and commitment. Such leadership is important to deal with the contemporary challenges; therefore, organizations prefer such leadership style.

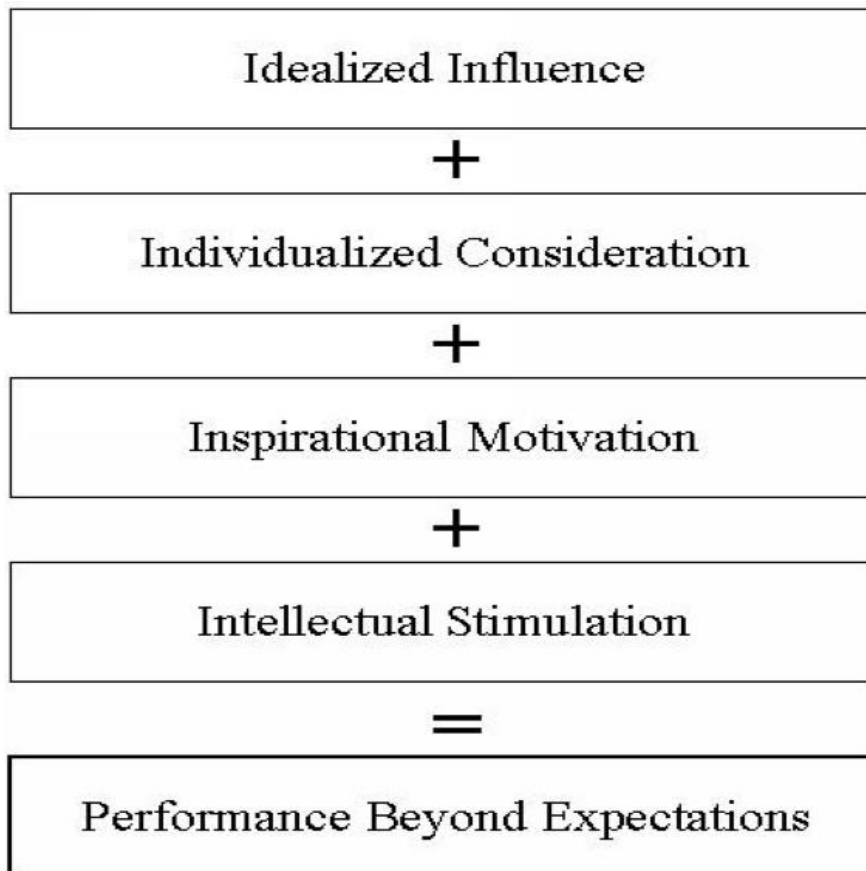
2.3.3. *Four Factors*

According to Derek Farnsworth (2019), there are four important factors or elements of transformational leadership, which are valuable for organizations in order to implement such leadership at their workplaces. Figure.1 shows the four factors and following is the explanation of each factor.

Idealized Influence: this factor is important to highlight the valuable and high level of impact and influence of managers within an organization. Employees trust such managers, and accept their decisions, which further enhances the value and significance of concerned leadership; thus, highlights the need and power of such leadership. These leaders make decisions, which followers consider to be in the best interest of their wellbeing as well as the development and performance of the organization. Such trusted influence is needed in the contemporary organizations in order to avoid change resistance (Afshari, 2021; Le & Le, 2021).

Individualized Consideration: the significance of this factor can be shown by the fact that organizations where individuals' individual needs and wants are not identified, face more turnover, lower productivity and less commitment (Budur & Poturak, 2021). Therefore, TL individually focus on each follower to identify their needs and wants in addition to finding the needed change. Thus, in this way, TL encourages the followers to work for their own interests as well as the interests and objectives of the entire organization as their interests are aligned with the interests of the organization (Le & Le, 2021).

Inspirational Motivation: As it is described above, transformational leadership aligns the objectives of the individuals with the objectives and goals of the organizations by creating an individual identity in the organization. Also, such leadership encourages personnel to work efficiently as it is in their own favour to increase the financial competence as well as market share of the organization, which in return will lead to enhanced value of employees, not only within the organization but also in the market (Derek Farnsworth, 2019; Gaston, 2021; McColl-Kennedy & Anderson, 2002).

Figure 2. 1*Four Factors of Transformational Leadership*

Note. The figure was adopted from Derek Farnsworth (2019)

Intellectual Stimulation: this factor also highlights the importance and need of the transformational leadership style as such leadership increases the critical thinking, creativity & innovation, knowledge, and skills of the employees, which overall help organization to increase its performance. The above mentioned four factors, if achieved, can lead to performance beyond expectations (Muliati et al., 2022; Sharma & Jain, 2022). Therefore, organizations can increase their productivity and performance through implementing these factors with the help of leadership.

2.3.4. Predictors of Transformational Leadership

Although limited research is available to highlight the predictors of TL; however, some scholars have explored certain variables, which serve as a predictors of TL. Kim and Kim (2017) explored a relationship between emotional intelligence and TL and found that emotional intelligence enhances the ‘individualized consideration’ and ‘capability of inspiring others’ of TL. It works as increasing value of focusing on individual needs and wants of employees in order to better deal in accordance with their mindset; thus, emotionally TL becomes stronger to handle the emotional and behavioral issues of employees. Similarly, some scholars have highlighted that agreeableness, extraversion and openness also serve as predictors of TL (Balthazard et al., 2009). Researchers believe that TL is agree with the needed change, issues and wants of employees. Also, TL is more open to listen the needs and wants in addition to the respective issues and problems of employees. Such leaders are more socially active to individually focusing on employees; therefore, followers have direct access and relationship with their leaders, which make them more confident over the organizational support and appreciation for them. Apart from this, Greaves et al. (2014) asserted that employees follow such leadership who has high level of wisdom and charisma, which psychologically target employees to follow leadership.

Importantly, Greaves et al. (2014) noted that wisdom and narcissism serve as the significant predictors of TL. Pillai et al. (2003) identified proactivity, achievement need and emotional empathy as the valuable predictors of TL. In addition, Van Eeden et al. (2008) highlighted sense of responsibility, caring behaviour, determination, trust, and ambition as the predictors of TL. Similarly, Bono and Judge (2004) explored a positive impact of extraversion and neuroticism on TL and found that these are the strong predictors of TL. Based on the

above information, it can be concluded that majority of the predictors of TL are related to various personality traits.

2.3.5. *Outcome Variables of Transformational Leadership*

Although TL is not a new concept; however, contemporary organizations are in more need to implement this leadership style in order to better cope with the rising challenges of employees. Therefore, researchers have extensively explored various outcomes of TL in different contexts. The most common and popular are the motivation and inspiration of employees and these two outcomes are studied by multiple scholars (Conchie, 2013; Givens, 2008; Haq et al., 2022; Li et al., 2020; Purba & Sudibjo, 2020). Similarly, multiple researchers have explored employee engagement as an outcome of TL (Alam et al., 2022; Meng et al., 2022; Mozammel & Haan, 2016; Thisera & Sewwandi, 2018). Different scholars have also noted that transformational leadership can increase the productivity (DeSilva, 2021), innovation (Becker et al., 2021), happiness at workplace (Salas-Vallina et al., 2017), and satisfaction (Mujkić et al., 2014). On the other hand, transformational leadership decreases the level of employee stress (Gill et al., 2006), job burnout (Salem, 2015), role stressors (Abbasi, 2018), and employee turnover (Oh, 2020).

2.3.6. *Green Transformational Leadership (GTL)*

In the current scenario of environmental degradation and climate change, green transformational leadership (GTL) has got popularity. Singh et al. (2020) asserted that GTL is the behavior of leaders who inspires and motivate their followers to attain environmental goals. Also, these leaders inspire their followers to perform their respective duties by consciously working green. Begum et al. (2022) asserted that customers and all other stakeholders have changed their preferences with the increasing environmental issues;

therefore, organizations need to align their goals with the preferences of its stakeholders. In this regard, transformational leaders, who work as a role model, inspire their followers to follow the environmental guidelines in order to best work in the favour of environmental safety and society.

2.4. Employee Engagement (EE)

2.4.1. *Brief History and Meaning*

As part of the management theory, the concept of EE firstly utilized in 1990s in a review article authored by Kahn (1990). However, it was not as much famous then, rather at the start of 21st century, it popularized in organizations. Before this concept, there were some other similar concepts like employee satisfaction and morale; therefore, the term EE was contested (Gong et al., 2022). Notwithstanding the term not only explored by many scholars but also greatly implemented and focused in organizations to achieve high productivity of employees (Kular et al., 2008). Nowadays the concept of EE is also utilized in a similar meaning of employee experience of satisfaction. In a recent survey by Staff Connect (2018), it was found that around 74% of the organizations are trying to enhance employees' experience or engagement in order to increase their competitive advantage, market share and overall performance.

Although the term is contested and consider to be similar to some other concepts, many scholars have defined EE. According to Kwon and Kim (2020), EE is the enthusiasm and dedication of an employee towards his/her work. In other words, employees actively, eagerly and devotedly try to achieve its objectives at work and align his/her goals with the goals of the organization. Such employees are loyal with their work and consider their organization to be their home where there is no difference between the objectives of the

organization and that of employees. They consider the success of the organization as their own; therefore, put their extra efforts to achieve organizational goals (Alam et al., 2022; DeSilva, 2021; Fulmore et al., 2022; Young et al., 2018). Chanana (2021) asserted that EE is the connection and commitment of employees with their job as well as their organizations. In addition, such employees feel an emotional, rational and psychological connection with not only organization but also the workplace, colleagues and the subordinates (Macey & Schneider, 2008).

2.4.2. Difference Between Engagement and Commitment

Some scholars have criticized EE for being generating similar meanings to already existing concepts like employee satisfaction, experience, and morale. However, amongst similar concepts, employee commitment (EC) is considered to be most contested with employee engagement (EE). In addition, many scholars have utilized both concepts alternatively, which further arose the confusion among readers. However, there is a clear difference between these two concepts, which is highlighted by some scholars. Wachira (2013) noted that EE is the involvement of employees towards their work. In other words, it means the degree to which employees are physically and psychologically involved, interested, and concerned regarding their work. Conversely, EC is the degree to which employees are dedicated to complete their tasks or achieve organizational goals. Many scholars have further elaborated the difference and stated that EE is the emotional attachment of employees with their organization and members of the organization, while EC is based on the satisfaction of employees and their responsibility towards organization to attain its goals (Chanana, 2021; Kwon & Kim, 2020; Markos & Sridevi, 2010; Sun & Bunchapattanasakda, 2019).

2.4.3. Importance and Need

Prior to the modern era, traditional firms focused on getting work done without putting much attention on the wellbeing, satisfaction, and engagement of employees (Sun & Bunchapattanasakda, 2019). The firms mostly preferred to get maximum output; therefore, traditional organizations were task oriented where the concept of employees' engagement was not present, rather owners used to direct their managers to get maximum output and they would be given a commission for task completion as well as getting the maximum output (Saks & Gruman, 2014). In this scenario, managers were more inclined towards maximizing the output to get higher commissions, without much concern for the engagement of employees. On the other hand, modern organizations have changed their preferences and understanding about the sources of success. These organizations are more concerned about the wellbeing and engagement of their employees (Kwon & Kim, 2020; Men et al., 2020). In other words, today's organizations consider their employees to be the real assets and reason for their competitive advantage and success. Owing to this reason, scholars have much explored the importance and need of employees' engagement (Fulmore et al., 2022; Sendawula et al., 2018; Young et al., 2018).

Nowadays, there is a continuous struggle for the survival of organizations; hence, there is more focus on the productivity of employees, which is linked with the engagement of employees. Therefore, various scholars have highlighted it in previous literature. Markos and Sridevi (2010) found that engaged employees' performance is better compared to the unengaged employees owing to their enthusiasm and effort for their job. Similarly, Albrech (2011) noted that organizations continuously try to enhance the engagement of their employees in order to increase their productivity, innovation and creativity. While some

scholars have also highlighted EE as one of the useful tools for performance appraisal (Gruman & Saks, 2011). Wollard and Shuck (2011) reviewed multiple studies and found that the organizations where number of engaged employees are more, achieve high level of competency, market share, products and services' innovation, and better position to survive in the long run. Overall, the current organizations are more dependent upon their employees to get success, goals' completion and competitive advantage; therefore, nowadays employees are enjoying more benefits and facilities than ever before.

2.4.4. Types

Previous scholars have primarily highlighted two kinds of engagement including personal or work engagement and organizational engagement. Following is the explanation of both types separately.

Personal engagement: according to Budrienė and Diskienė (2020) personal engagement is the dedication, intrinsic motivation and attachment of employees within themselves, which help them do their work with full effort and involvement. Authors further stated that there is a difference between personal engagement and personal skills, where skilled person may perform his/her duty and complete the task but will not go beyond the defined duties; however, an engaged person will put extra efforts and go beyond the defined responsibilities in order to give his/her best for the attainment of organizational goals. Similarly, employees having personal engagement are comparatively more happy, enthusiastic, energetic and motivated (Budrienė & Diskienė, 2020). In addition, Truss et al. (2013) asserted that employees, who possess personal engagement, are more trusted, productive, creative, innovative and competitive as compared to the skilled but unengaged employees.

Organizational engagement: compared to the employee engagement or work engagement, organizational engagement is a wider concept where employees not only focus on their tasks and objectives, rather work for the organizational goals (Schaufeli, 2013). In addition, such employees are emotionally attached to their organization and its goals, where they put all of their efforts to achieve overall success of firm along with focusing on their task oriented objectives as well (Albrecht et al., 2018; Barrick et al., 2015). In other words, every employee has an overall common goal, which may be linked with increasing sales, revenue, innovation, or competitive advantage (Albrecht et al., 2018; Barrick et al., 2015).

2.4.5. Drivers and Predictors of Employee Engagement

Drivers and predictors are those variables and constructs which lead to increase or decrease employee engagement. Scholars believe that personal resources like believing their own strengths, skills, knowledge and abilities give employees a power to engage with their work and the organizational goals (Krishnaveni & Monica, 2016). Similarly, the perception of employees with respect to the value and importance of their job and the popularity as well as size of their organization work as a driver to create engagement among employees. If job and the particular organization are important, valuable and acknowledged by the society, employees' engagement will be increased (Bedarkar & Pandita, 2014). In addition, scholars have identified that job and role clarity is very significant to create engagement among employees because in the absence of role clarity and lack of proper needed tools, employees will face boredom, which will restrict employees to go beyond their work requirements for the betterment of their organizational goals (Joshi & Sodhi, 2011). Apart from above, career opportunities for employees, promotions, regular positive or negative feedback, quality of working relationships with colleagues or management, and valuable norms of the organization

help creating employees' engagement (Bedarkar & Pandita, 2014; Joshi & Sodhi, 2011; Krishnaveni & Monica, 2016).

Apart from above, James et al. (2011) found that the support and recognition by the supervisors and management are the important predictors of EE. In addition, authors found that the satisfaction of employees, their clarity with respect to their job role, and opportunities for their career development also play a significant role to predict EE. Similarly, Mishra and Mohanty (2016) noted that perceived organizational support, rewards and acknowledgement over good performance, and job benefits are the important predictors of EE. Furthermore, they identified that work-life balance, learning opportunities and environment at workplace also play a significant role to predict EE. Certain other scholars have found that different leadership styles like transactional, transformational, democratic, charismatic, and servant leadership also predict the high level of engagement among workers (Othman et al., 2017; Popli & Rizvi, 2016). Apart from this, many other predictors are also identified like organizational culture, emotional intelligence, peer group support, low burden, diversity, and performance assessment play a predicting role for EE (Alarcon et al., 2010; Simon et al., 2017).

2.4.6. Outcome Variables of Employee Engagement

Some of the most common outcomes of EE explored by previous scholars include high productivity, innovation, creativity, organizational citizenship behaviour, and organizational performance (Kwon & Kim, 2020; Markos & Sridevi, 2010; Meynhardt et al., 2020; Saks, 2019). While many other outcomes are also identified by scholars. Wang et al. (2020) found that EE has negative impact on turnover intention. Islam and Tariq (2018) revealed that engaged employees are more involved in knowledge sharing and extra role activities like

organizational citizenship behaviour. In addition, perceived organizational justice and employees' mental health are also termed as the important outcome variables of EE (Sharma & Kumra, 2020). Santhanam and Srinivas (2019) noted that EE has negative influence on job burnout. It means EE reduces the job burnout; hence, highlighting it an important outcome of EE. Similarly, some scholars have also used employee satisfaction and commitment as the dependent or outcome variables of EE (Al-dalahmeh et al., 2018; Choudhury et al., 2019; Dudovskiy, 2022). Moreover, Stairs and Galpin (2010) has identified happiness at workplace as an important outcome of EE and stated that happiness can also be utilized as a predictor of EE. Another important outcome is the reduction in absenteeism owing to increasing employees' engagement (Hoxsey, 2010). Additionally, employee engagement also predicts the outcomes in the form of high market share, and competitive advantage (Albrecht et al., 2015; Daneshgari & Moore, 2016; Prince, 2016). It means the outcomes are related to the behaviour of employees and the performance of organization.

2.5. Stress

2.5.1. *Brief History and Meaning*

With increasing popularity and usage of this term, organizations are emphasizing on various techniques to counter stress at workplace. Initially, Hans Selye used this term in medical research in 1936. He defined it in a general meaning and stated that on the demand of a change, when body reacts in a non-specific way, it can be termed as stress (Breitenbach et al., 2021). Later, in the mid of 20th century, many scholars expanded the work on stress, while 21st century has significant importance owing to common usage of this term as organizations are more careful with respect to the wellbeing of their employees. Therefore, they use different methods and leadership styles to counter stress in order to enhance the productivity and

competitive advantage of their employees (Lamontagne et al., 2007; Q. Li et al., 2021).

Labrague and McEnroe-Petitte (2018) asserted that certain emotional and physical changes or responses occur when requirements of the work and capabilities of the workers do not match.

Similarly, Wu et al. (2021) noted that stress is result of job conflict where employees are unable to complete their tasks owing to their inabilities. Based on these definitions, it can be stated that job stress is the psychological or physical changes which appear in employees after the mismatch of their job requirements and capabilities.

2.5.2. Why is Stress Appealing to Scholars and Organizations?

Stress is a continuously growing concept in human resource management with respect to its significant impact on the daily routine of employees at workplace. In the current era, organizations are surviving based on their competitive advantage, which is either based on their products and services or the competitiveness of their employees (Kwan et al., 2021; Lawler, 2008). With reference to competitive advantage based on employees, organizations need competitive employees, which create strong competition at workplace (Kaleka & Morgan, 2017). In this scenario, some respondents who have weak capabilities, may not survive, or may get stress owing to their inability to complete the tasks within specified time and with limited resources or due to any discrimination (Ismail et al., 2013). Therefore, poor performance of such employees affects the performance of competitive employees as well, which result in overall weak performance of the entire organization. This is the prime reason that organizations are more focused on facilitating and supporting employees so that they may not be stressed. For this purpose, leaders play a significant role to support such employees emotionally, technically, and financially (Agarwal, 2015; Sadri & Lees, 2001; Safari et al., 2020). Hoboubi et al. (2017) asserted that stress is a strong hindrance in the way of

productivity and innovation; therefore, organizations try to reduce the stress level of their employees. Similarly, Ekienabor (2016) noted that stressful employees are comparatively less committed and productive. Owing to these reasons, organizations are focusing on this phenomenon to increase their performance.

2.5.3. *Causes of Stress*

There are multiple reasons for stress at workplace, which are highlighted by previous scholars. Firstly, Salehi et al. (2014) noted that low or discriminated salary and wages create stress among employees. They further found that heavy workload, especially in health sector is the important cause of stress at workplace. Another important cause of stress is the environment based on strict rules, and those employees who are not comfortable with such strict environment, rather works perfectly at the flexible workplace, get stress (Linton et al., 2015; Nasurdin et al., 2006; Stansfeld & Candy, 2006). Vermeir et al. (2017) and Harahap et al. (2020) noted that ineffective communication between employees and management or inside colleagues is one of the significant causes of stress as employees are unable to tell their issues and problems to the management. Also, ineffective communication leads to less team support, which results in stress.

Apart from above, some scholars believe that peer pressure is another important cause of stress because employees effectively and efficiently to maintain their self-esteem among their colleagues (Ghatol, 2017; Katende, 2019). In addition, role conflict and goals' conflict also create stress among employees (Johansen & Cadmus, 2016; Nambisan & Baron, 2021). Besides, lack of promotion opportunities in the organization also creates stress among employees because they perceive to be restricted regarding their career opportunities (Ceka & Ermasova, 2020; Einarsdottir et al., 2018). Other forms of causes may include the centralized

organizational structure, less participation in decision making, role ambiguity and excessive burden at workplace (Agarwal, 2015; Breitenbach et al., 2021; Ceka & Ermasova, 2020; Gill et al., 2006).

2.5.4. *Strategies to Counter Stress at Workplace*

The increasing popularity of stress at workplace is evident from a large number of studies regarding stress in the 21st century, and researchers are continuously exploring it in order to further find the strategies to deal with it in the coming ages. Tripathi and Bharadwaja (2019) identified an important solution for stress, which is empowerment of employees regarding their duties, which give them authority, value, and acknowledgement; therefore, their stress level reduces over the period. Also, Anggreyani and Satrya (2020) highlighted the importance of empowerment for countering stress at workplace. Similarly, effective communication between management and employees as well as inside colleagues an effective tool to counter the stress level of employees because effective communication ensures lack of misunderstanding among leaders and employees, and similarly that of colleagues (Aramfar et al., 2019).

In addition, most of the time the decision-making process is completed without the participation of employees; however, scholars found that involving employees in decision making process reduces their stress level because they know the decisions are made in accordance with their will. Also, involving in decision making shows their value and identity in the organization (Holman et al., 2018). In addition to involving them in decision making in empowering them, they should also be accountable and responsible for their decisions, which also make them more committed and less stressed because they know their responsibility and being accountable; hence, they make more efforts to achieve organizational goals (Anggreyani

& Satrya, 2020). Furthermore, there should be no discrimination in role, salary, appreciation and benefits as just treatment reduces the stress level among employees (Pérez-Rodríguez et al., 2019). Similarly, some other solutions involve providing clear promotion opportunities, job rotation, safe environment, merit-based hiring process, and appreciating the good performance (Gill et al., 2006; Holman et al., 2018; Kwan et al., 2021).

2.5.5. *Predictors of Stress*

There are many predictors of stress highlighted by previous scholars; however, some important and common predictors are identified below. Pishgooie et al. (2019) found a negative relationship between transformational leadership style and stress, and similarly, between transactional leadership and styles and stress. However, they found a positive relationship between laissez-faire leadership style and stress. On the other hand, Abbasi (2018) found a negative impact of both transformational leadership and laissez-faire leadership on stress. In addition, Bamberger and Bacharach (2006) noted that abusive supervision increases the stress among employees at workplace. Moreover, researchers have found that organizations where jobs are not secure, rather employees are feeling insecurity, they are more stressed compared to the employees in the organizations where security of job is ensured (Gaunt & Benjamin, 2007; Soelton et al., 2020). It means job insecurity has positive relationship with stress. Another important predictor of job stress is the perceived organizational support, which reduces the stress level at workplace (Pathak, 2012). Apart from this, many scholars have found that life satisfaction, organizational justice, empowerment, optimism, and self-efficacy are also important predictors of stress at workplace (Baumgartner et al., 2018; Pérez-Rodríguez et al., 2019; Safari et al., 2020; Sharma & Kumra, 2020).

2.5.6. Outcome Variables of Stress

Similar to the predictors of stress, there are multiple outcome variables which are explored by previous authors. Amongst them, some are the common and important outcome variables, which are elaborated below. Firstly, Hoboubi et al. (2017) and Ekienabor (2016) found that increasing level of stress reduces the productivity of employees. While, there is also another important outcome variable named innovation or creativity, which is negatively affected by increasing level of stress (Agarwal, 2015). Furthermore, it is important for employees to remain happy while working in the organization because happiness ensures high level performance; however, stress has negative impact on employees happiness at workplace as well as employees' well-being (Naseem, 2018; Rahmi, 2019).

Yu et al. (2021) conducted a study in the context of Covid-19 and found that pandemic has created high level of stress among management and lower-level employees, and consequently, their organizational citizenship behaviour is decreased. Moreover, some scholars have found a negative impact of job stress on the engagement and commitment of employees at workplace (Abdelmoteleb, 2019; Karatepe et al., 2018). Another common outcome variable is the decreasing level of job satisfaction owing to increasing level of stress among employees (Mullen et al., 2018; Wu et al., 2021). There are two outcome variable which are amongst the most important outcomes of stress. These variables include burnout and turnover. N. Li et al. (2021) and Dima et al. (2021) noted that the continuous role of stress leads to burnout situation among employees. While, many scholars have found that stress is the major cause behind increasing rate of turnover in the organizations (De los Santos & Labrague, 2021; Rangrez et al., 2022). Similarly, many other outcome variables are identified

by previous scholars. Overall, it is believed that stress has negative impact on the psychological and physical state of employees at workplace.

2.6. Employee Productivity

2.6.1. Brief History and Meaning of Employee Productivity

Productivity is not a new term, rather it was firstly used in 1766 by a French Mathematician named Quesnay, who defined it as the ability to produce (Sumanth, 1979). According to Plag (2020), productivity can be defined as the sum of all goods or services produced in a specific given time period. However, when it comes to employee productivity, the term is applied on a single individual in the organization. It means goods or services produces by an individual, worker or employees in an organization in a given time (Sickles & Zelenyuk, 2019). In other words, O'Donnell (2018) noted that productivity is the rate of created output per unit of input. It means the productivity measured in terms of efficiency and effectiveness.

2.6.2. Importance of Employee Productivity

The importance of employees' productivity can be understood by simple logic as every company wants to earn profit; therefore, it needs to earn more than it spends. Company pays wages or salaries to its workers or employees; therefore, it wants to get higher output from employees as compared to its cost on employees. However, in the 21st century, the importance of productivity has reached up to the higher level and its continuously increasing (Maduka & Okafor, 2014). The customers' preferences are rapidly changing; therefore, the supply and quality of products and services need to be produced in accordance with the needs and preferences of customers. Ramírez-Bautista and Williams (2019) noted that employees are the basic sources of competitive advantage and the reason of high level of profits; therefore, their

productivity need to be high, which gives benefit not only the organization but also the employees themselves.

2.6.3. *Negative Forces Regarding Employee Productivity*

Although a lot of negative factors are explored by previous scholars which reduce the productivity of employees, certain important negative forces are elaborated here. Akpoviroro et al. (2018) noted that poor leadership results in increasing stress, disappointment, burnout, cynicism, and lack of satisfaction, which lead to lower productivity level. In addition, regular absenteeism causes poor productivity of employees. On a certain occasion, employees may be absent; however, absenteeism on a regular basis demands organization to identify the root cause (Fernando et al., 2017). Another important negative factor is the lack of modernity as changing time and preferences of stakeholders demand changing skills accordingly; however, employees with old skills often lead to lower productivity level (Ichniowski et al., 1995; Van Dalen et al., 2010). Apart from above, some stressors increase the stress of employees, which reduces their productivity level. Ehsan and Ali (2019) found that lack of clarity in defined roles, conflict in role, or overburden regarding work are the main stressors that reduce the creativity, innovation, motivation, commitment, engagement, and productivity.

Similarly, there should be no blockage of communication between management and workers as it may cause delays in decision making; hence lead to poor productivity (Kalogiannidis, 2020). It means communication plays an important role to establish a strong connection among leader and followers in addition to providing timely solutions to the problems of employees. Besides, some tasks may be based on teamwork, where weakness of one person's abilities can negatively affect the productivity of other team members (Jama, 2018). Moreover, the workplace environment, if not comfortable, negatively affects the

productivity of employees. For instance, some employees do not feel comfortable in strict environment, rather they prefer a rather social and flexible workplace where they can easily share their ideas and knowledge with others in addition to interaction to ease their pressure (Hafeez et al., 2019; Zhu et al., 2020). One of the most important aspect of poor productivity can be lack of regular training, and employees are unable to update their skills and knowledge in accordance with the changing circumstances and technological advancement (Subur & Sarwani, 2021).

2.6.4. *Methods to Increase Employee Productivity*

In order to increase employee's productivity, it is not necessary to give lavish gifts and tours, rather some practical ways can be useful and effective in this regard. Firstly, Ozkeser (2019) highlighted the importance of regular training of employees to increase or maintain their productivity level. Similarly, there should be learning opportunities in the organization as scholars believe that learning new skills and getting updated knowledge results in higher productivity level of employees which lead to enhanced competitive advantage (Tan & Olaore, 2021). Another method to increase employee productivity is the availability of necessary and updated technology which boost up employees' productivity, and they become able to compete with the competitors in the market (Eichler, 2022; Tavitiyaman et al., 2022). Other methods to increase employee productivity include providing good working environment, strengthening effective communication, aligning objectives and goals with performance, motivating and inspiring employees, rewarding and appreciating them, and providing just treatment (Kalogiannidis, 2020; Maduka & Okafor, 2014; Meng et al., 2022; Pérez-Rodríguez et al., 2019).

2.6.5. *Predictors of Employee Productivity*

One of the important predictors which is commonly identified is leadership styles, in which transformational, transactional, laissez-faire, and democratic leadership styles are commonly discussed. Scholars have found that normally all of these forms of leadership styles have positive impact on productivity of employees; however, transformational leadership style has comparatively high impact on employees' productivity (Akpoviroro et al., 2018; Udovita, 2020). After this, good working environment is also a strong predictor of employees' productivity as employees are more comfortable and confident while working at good workplace (Hafeez et al., 2019). In addition, empowerment of employees is also a useful technique and method to increase the productivity of those employees; therefore, employees' empowerment is a strong predictor of productivity (Anggreyani & Satrya, 2020; Safari et al., 2020). Besides, both intrinsic and extrinsic motivations have significant influence to increase the productivity level of employees. The intrinsic motivation appears without any external influence, which may appear owing to employees' consideration of being responsible to the company owing to their norms and values. On the other hand, extrinsic motivation comes when management or leader attaches rewards or punishments with the tasks; therefore, these both motivation types have significant influence to increase the productivity level of employees (Li et al., 2020).

Like above, knowledge sharing is also considered to be an important predictor of employees' productivity because sharing of ideas and skills at workplace not only helps the employees with weak capabilities but also overall helps the organization regarding its performance (Aboelmaged, 2018; Dwivedi et al., 2020). Furthermore, engagement and commitment are the two variable commonly appeared to be the predictors of increasing

productivity level of employees as engaged and committed employees are comparatively more productive, innovative and creative (Daneshgari & Moore, 2016; DeSilva, 2021). Apart from above, certain other common predictors appear like organizational citizenship behaviour, job security, training, and technology (Dinka, 2018; Ozkeser, 2019; Rangrez et al., 2022).

2.6.6. *Consequences of Employee Productivity*

Normally employee productivity is utilized as a dependent or outcome variable; therefore, there is limited research in which employee productivity is utilized as a predictor and another variable is utilized as an outcome variable. However, Amongst the important outcome variables of employee productivity, organizational performance is the most important because organizations increase the level of productivity of their employees in order to increase the overall productivity of organization (Pang & Lu, 2018). Besides, in the previous sections, it is discussed that rewards and punishments are utilized as predictors of employees' productivity; however, these variables are also utilized as consequences of employees' productivity. Some organizations often use stringent rewards or punishments, and commonly these organizations decide to give bonuses, promotion or other financial or non-financial rewards after getting high level of productivity (Booth & Zimmel, 2004; Plag, 2020). Therefore, these variables work as a two-way process, where such variables are utilized as a motivation for productivity, while after achieving productivity, these variables are used as outcome variables. Similarly, organizational competitive advantage, organizational identity, job security and career opportunities are amongst the important predictors as well as outcome variables of employees' productivity (Elyasi et al., 2019; Gaunt & Benjamin, 2007; Istvan, 1992).

2.7. Happiness at Workplace

2.7.1. *Brief History and Meaning of Happiness at Workplace*

An extensive research has been conducted to examine the role of happiness at workplace, especially the 21st century is significant in this regard (Babamiri et al., 2022). Hughes and Bozionelos (2007) noted that there is comparatively more focus on happiness of employees from previous two decades, which is evident from the number of studies, related to happiness at workplace, published in this era. Warr and Clapperton (2010) has found a clear difference between the performance of employees who are happy at workplace, and the performance of other employees who are not happy at workplace. Even the large size organizations are now more focusing on exploring and implementing various ways to keep their employees happy in order to maintain their psychological well-being (Fitriana et al., 2022). Ryff and Singer (2008) defined happiness in two ways including hedonic and eudemonic. The first one is related to the pleasure and enjoyment; however, the second one is related to the meaning, purpose, moral, virtuous things. Watson and Clark (1994) noted that the first one, which is hedonic, is preferable and applicable at workplace. On the other hand, psychologists believe that the hedonic has a short tenure and it ends soon as compared to the eudemonic happiness, which lasts longer, and employees remain happy without losing it in tough circumstances (Fisher, 2010). Majority of the previous scholars have utilized happiness as a synonymous to employee well-being and identified its three components including life satisfaction, the presence of positive mood, and the absence of negative mood (Bhattacharjee & Bhattacharjee, 2010; Fisher, 2010; Fitriana et al., 2022; Rahmi, 2019).

2.7.2. *Barriers of Happiness at Workplace*

As the competition at individual level as well as organizational level is increasing day by day, it has created certain barriers or negative forces which come in the way of happiness of employees. First of all, there are certain stressors, which appear due to multiple reasons. If employees are not assigned the roles, for which, they are not fit, it results in stress and exhaustion (Erkuş & Findikli, 2021). In addition, the increasing cases of harassment, particularly for female workers, are also a cause of stress for employees, and lack of happiness (Campos-García, 2021). Besides, the unavailability of appreciation, rewards and acknowledgement over good performance disappoints the workers, and they leave putting extra efforts to achieve organizational goals (Gulyani & Sharma, 2018). Another stressor appears due to the lack of just and fair treatment, and employees feel that they are discriminated despite their loyalty, good performance and engagement; thus, it reduces their happiness as well as productivity (Pérez-Rodríguez et al., 2019; Sharma & Kumra, 2020). Moreover, strict workplace environment, lack of social activities, lack of organizational support, abusive supervision, overload, role ambiguity, and uncertainty are the important barriers in the way of employees' happiness at workplace (Bhojani & Kurucz, 2021; Campos-García, 2021; Rahmi, 2019; Warr, 2011; Warr & Clapperton, 2010).

2.7.3. *Antecedents of Happiness at Workplace*

Happiness of employees is fundamentally connected with the condition of workplace environment. Rahmi (2019) asserted that happiness depends upon the positivity available at workplace. Author further noted that employees remain happy at workplace when they are given chance to socially interact with each other; they have chance to share their knowledge and ideas; and the colleagues or subordinates support helping behaviour. Another major and

significant antecedent of employees' happiness is salary or wage. Although many factors contribute to the happiness of employees; however, money is the common factor and employees preferably work for earning money; therefore, salaries or wages are considered to be the source of happiness at workplace. Scholars believe that employees having low salaries or wages are comparatively less happy and satisfied at workplace (Babamiri et al., 2022; Bhojani & Kurucz, 2021). Similarly, job security is another factor which contributes to the happiness at workplace. Employees who consider their job to be secure, are happier compared to the employees who always worry about their job security. In order to save their job, they remain tensed and stressed, which affect their productivity level (Sverke et al., 2002; Warr & Clapperton, 2010; Wilson et al., 2004).

Furthermore, employees should always have option of moving and shifting, which in other words, can be termed that the option of promotion and career development. This option increases their happiness at workplace because they perceive that their efforts will result in progress with respect to their career (Redekopp & Huston, 2019). Yap and Badri (2020) asserted that employees should have job autonomy, which can be termed as free from excessive control or freedom to take decisions and accept responsibility. This job autonomy makes them realize that they are valued in the organization and they have separate identity which is recognizable; hence, job autonomy is directly linked with increasing happiness at workplace (Jaiswal & Arun, 2020; Yap & Badri, 2020). Another important and well explored factor is work-life-balance which is nowadays considered to be one of the paramount significant predictors of happiness and wellbeing of employees. Previous scholars have found a strong positive association between work-life-balance and happiness at workplace. They noted that if organization facilitates its employees regarding their personal life, they are more

engaged, committed, and happy at workplace (Adnan Bataineh, 2019; Aruldoss et al., 2020; Rao et al., 2018). Finally, amongst the important antecedents of happiness, good working relationship at workplace leads to high level of happiness as employees prefer to remain sociable. If they have good relations with their colleagues, team members, and the management, there are high chances that such employees are happy and more productive (Peng & Mao, 2015).

2.7.4. Consequences of Happiness at Workplace

One of the major consequences of happiness, for which primarily organizations try to achieve this goal, is job performance that contributes to the overall performance of an organization (Adnan Bataineh, 2019). Similarly, Field and Buitendach (2011) found a close connection between happiness at workplace and employees' engagement as well as commitment. They further stated that happy employees possess high level of loyalty towards the organization, and they put extra efforts to achieve organizational goals. They do not prefer their interests over the interest of the organization, rather align their goals with organizational goals (Aksoy et al., 2015; Keiningham et al., 2010). Moreover, researchers have found that happier employees are more healthy and take less leaves from work, rather they prefer to take part in the attainment of organizational goals as they consider organizational success as their own success due to the reason of perception of being an important member of the organization (Hoxsey, 2010). Other important consequences of employees' happiness include less turnover rate, lack of stress and burnout, and more creativity as well as innovation (Calitz et al., 2014; Hur et al., 2016).

2.8. Job Burnout

2.8.1. *Brief History and Meaning of Job Burnout*

Back in 18th century, the age of industrialization seen a lot of misconducts with the labour. Research scholars believe that traditional organizations were not much sensitive towards the rights and wellbeing of labour, rather they used to focus on output, which means the organizations were output-oriented (Héthy, 1992; Rousseau, 1997; Standing, 1997). The supervisors, managers and leaders were primarily conscious about getting maximum output with limited resources. The supervisors were inclined towards getting commissions; therefore, they often forced labour to take extra work (Kolben, 2009; Piper, 2010). In these circumstances, workers faced many psychological and physical health issues, and researchers explored the reasons behind decreasing level of productivity. After advancements, Freudenberger (1974) firstly used the term burnout, which he referred the severe stress and exhaustion. Later on, this term was further explored and scholars have worked to explore its different dimensions. Maslach et al. (2001) stated that job burnout (JB) is the emotional or physical exhaustion, which appears after losing accomplishments and identity in the organization. In addition, Lubbadah (2020) asserted that JB is the severe form of stress, exhaustion, frustration, depression, which may result in emotional, mental and physical disturbance. Moreover, Wang et al. (2021) noted that JB is the combination of high level inefficiency, exhaustion, and cynicism. In all of the above-mentioned definitions, it is evident that burnout results in high level mental and physical stress.

2.8.2. *Dimensions of Job Burnout*

Maslach and Jackson (1981) developed the theory of burnout and noted that when employees or workers do not get response, for a long time, over the continuous emotional and

physical stressors, it results in negative attitudes towards the job as well as the organization. Employees start thinking and considering themselves to be incompetent, inefficient, and incapable. Maslach and Jackson (1981) highlighted mainly three dimensions of job burnout. Firstly, they stated that emotional exhaustion appears when employees are continuously feeling that they are not valued in the organization, and they are continuously ill emotionally. Second dimension is the depersonalization, in which employees keep them away from other colleagues, subordinate and management. Such employees develop an attitude of indifference and detach themselves from stakeholders within and outside the organization (Maslach & Jackson, 1981). Finally, third dimension is called reduced personal accomplishment, in which employees consider themselves to be incompetent, unproductive and lack of ability to achieve something (Maslach & Jackson, 1981). These dimensions can appear together or separately in various individuals.

2.8.3. *Types of Job Burnout*

Researchers have identified three major types of job burnout. First type is called overload burnout, in which employees feel overburdened after continuously receiving and tackling extra work (Montero-Marin et al., 2014). In today's competitive world, organizations are continuously in a competitive race, where employees are forced to produce more products or services. Such overburdened work may be handled by the workers for a short period of time; however, longer periods reveal the inability of employees to counter it; hence, employees start feeling stress and frustration, which if continues for a long time, results in overload burnout (Hildenbrand et al., 2018; Safari et al., 2020; Seltzer et al., 1989). Second type is called under-challenge burnout. This type of burnout appears in an organization where working environment is not challenging; therefore, employees often feel boredom, and less

motivated. The lack of learning opportunities and less appreciation also cause under-challenge burnout (Calitz et al., 2014; Safari et al., 2020; Wu et al., 2021). Finally, the third type is called neglect burnout, in which employees feel that they are incompetent to handle the responsibilities, assigned tasks or continuous unaccepted behaviours; thus, results in neglect burnout (Montero-Marin et al., 2014; Santhanam & Srinivas, 2019; Wang et al., 2021).

2.8.4. *Antecedents of Job Burnout*

Job burnout is the result of various factors, which are highlighted by many previous scholars. Beheshtifar and Omidvar (2013) asserted that employees are assigned the tasks and duties in order to attain organizational goals; however, sometimes, there are disparities between the assigned tasks and the abilities of employees to deal with those tasks. In this situation, employees often face stress, frustration and depression while working on the assigned task as they cannot reject the assigned tasks; therefore, forced conflict of role is one of the major cause of burnout (Beheshtifar & Omidvar, 2013). Another antecedent of job burnout is lack of clarity regarding role or ambiguity about expectations as well as requirements and prescriptions of the tasks. Role ambiguity is amongst the important predictor and antecedent of job burnout, which is explored by extensive number of scholars (Cengiz et al., 2021; Schwab & Iwanicki, 1982; Wu et al., 2021).

Nápoles (2021) reviewed the literature regarding job burnout and found that most of the scholars have identified overload as the main antecedent of job burnout. Similarly dysfunctional workplace dynamics may result in high level job burnout among employees. These dynamics may involve the harassment of workers, especially female staff; bullying the workers over small things, and unnecessary restrictions (Da HiLLs, 2018). Also, many scholars have found that abusive supervision is considered among the most important reason

of employees' burnout because most of the employees cannot leave the jobs due to their dependency and financial issues; therefore, they continue to bear the abusive language and behaviour of supervisors. However, this continuous mistreatment creates burnout among employees, which decreases their creativity and productivity (Carlson et al., 2012; Li et al., 2016; Wu & Hu, 2009). Another commonly accepted cause and antecedent of burnout is monotonous roles, which means lack of challenging work, and same work on daily basis may appear to be boring and exhausting; therefore, employees may fee burnout condition (Makasheva et al., 2016). Similarly, other antecedents may involve lack of work-life balance, extremes of activities, lack of control, weak organizational justice, lack of appreciation, and unclear career developments (Dima et al., 2021; Lubbadeh, 2020; Nápoles, 2021; Schwab & Iwanicki, 1982; Wu et al., 2021).

2.8.5. *Consequences of Job Burnout*

The consequences and outcome variables of job burnout are very destructive and damaging; therefore, organizations utilize preventive measures to keep their employees away from burnout. The consequences affect the overall productivity, creativity, innovation, competitive advantage, and profit of organizations. Amongst the important and most often identified consequences of burnout, firstly include decreasing productivity of employees (Jun et al., 2021; Leitão et al., 2021). Secondly, Griffin (2021) found that employees facing burnout are more inclined towards leaving the organization. It means burnout leads to turnover. Another important outcome variable is the dissatisfaction among employees after facing burnout (Yao et al., 2021). In addition, Suñer-Soler et al. (2014) found that employees having burnout condition make professional mistakes while working. Specifically in the healthcare sector, professionals who are involved in emergency situations, make mistakes if they are

facing burnout, which very risky. Similarly, in other sectors, burnout leads to professionals' mistakes, and consequently they negatively affect the organizational performance. Petitta and Vecchione (2011) found that prolonged stress become burnout, and consequently the rate of absenteeism increases. Other consequences and outcome variables of burnout may include lower rate of creativity and innovation, knowledge sharing, organizational citizenship behaviour, engagement, commitment, and happiness (Nápoles, 2021; Seltzer et al., 1989; Wu et al., 2021; Yao et al., 2021).

2.8.6. *How to Counter Job Burnout?*

In response to burnout, there are certain steps and methods to counter job burnout, and some of them are the duty of employees, while other steps should be taken by the organization. First of all, the employees facing job burnout must prioritise their health in terms of social, physical, emotional and psychological basis (Maslach, 2017). The organization should regularly check the warning signs, take the feedback of employees, analyse their mental and physical health to examine whether they are facing stress or not. Also, employees should play their role in terms of changing and shifting their perspective and attention which may reduce their stress level (Gold, 1985). For instance, if they are facing the stress and burnout due to heavy workload and think that it is impossible to complete the task on time, they need to change their perspective and need not to think about impossibility (Leiter et al., 2014).

In this regard, organization's role is to set limits of workload in order to facilitate and support its employees. Besides, there must be a renewal period, in which employees may refresh themselves from the workload and daily routine life. While organization should boost up employees' confidence, allow them the flexibility in working environment, and provide

clarity regarding the roles and responsibilities (Kloutsiniotis et al., 2022; Lubbadah, 2020; Makasheva et al., 2016). Similarly, organization need to encourage their learning and polishing their skills along with appreciating the efforts and performance of employees through financial as well as non-financial means. Finally, organization can reduce the stressors, which may come in the form of bad working environment, role ambiguity, role conflict and sexual harassment. These steps, methods or techniques may overcome the burnout condition of employees (Li et al., 2016; Malach-Pines, 2005; Maslach et al., 2001; Petitta & Vecchione, 2011).

2.9. Supporting Theories

Some theories are very significant to describe the importance of the current study variables. These theories also explain the relationship between variables based on the literature and understanding of scholars. Following five theories are more relevant and important to include in the current study.

2.9.1. Stakeholder Theory

This theory was originally developed and explained by Freeman (1984) who significantly highlighted the importance and value of organizations' ethics and morals to effectively deal with their stakeholders. In the 20th century, organizations were more focused on giving importance to their shareholders. It means the other stakeholders were not receiving as much importance as the shareholders were receiving. In organizations' other stakeholders, suppliers, customers, employees, government, society, and investors are included. Freeman (1984) asserted that an organization should not only focus on their shareholders but also create a value for all its stakeholders, which confirms the ethical grounds of an organization. In his theory of stakeholders, Freeman (1984) proposed certain methods to regard the stakeholders of

an organization. With reference to the current study implication, stakeholder theory emphasizes to give value and importance to employees within an organization.

Greenwood and Anderson (2009) further explained the theory and stated that those organizations which do not give appreciation to its employees and do not consider them asset, they eventually fail in the long run. Therefore, in the current study, stakeholder theory suggest to take every ethical and legal step in order to facilitate, motivate, appreciate, acknowledge and boost up the morale of employees. Previous scholars believe that giving importance to employees can increase the creativity, productivity, and happiness of employees (Freeman, 2001, 2015; Harrison et al., 2015). On the other hand, stakeholder theory also highlights the importance of steps to reduce the stress and burnout of employees through providing them support in the form of ethical, emotional, and financial perspective (Greenwood & De Cieri, 2007; Phillips et al., 2019). Similarly, Freeman and Dmytryiev (2017) noted that organizations adopt two form of corporate social responsibility (CSR) including internal and external. The external CSR is visible to the customers and public which create positive image of organization. Therefore, organizations do marketing and publicity to enhance their market share through external CSR. Conversely, in today's customers, investors and other stakeholders understand the tactics of organizations and prefer those organizations which are good with their internal stakeholders as well (Reynolds et al., 2012). This changing scenario has further highlighted the importance of stakeholder theory for the current study.

2.9.2. Leader Member Exchange Theory

This theory indicates a two-way process, where the relationship between leader and employees is based on a social exchange. This theory was initially proposed by Dansereau Jr et al. (1975). Although most of the times the relationship is based on equality, there is also

other forms of relationship where one party or person acts as master, while the other party of person acts as servant. Both parties play their role to continue the relationship (Liden et al., 1997). The employees or followers primarily hold characteristics like competence, agreeableness, positive perception regarding organization, openness, extraversion, and locus of control, which help them to retain their relationship with their leaders (Erdogan & Bauer, 2015). On the other hand, leaders have common characteristics like agreeableness, rewards and acknowledgement, expectations of good performance from followers, extraversion, and the skills to transform their own qualities into followers. These characteristics help leaders to maintain their relationship with followers (Gerstner & Day, 1997).

With reference to these characteristics, Graen and Canedo (2016) asserted that leaders try to select the best team-members based on these characteristics where they may get the highest output with limited resources. Similarly, these leaders try to offer the best facilities, benefits, resources, and emotional & financial support to followers. As mentioned above, the followers or employees accept or reject these offers based on their preferences (Herman et al., 2018). In the current study, this theory helps understand the relationship between transformational leadership and the employees' performance. Transformational leaders try to enhance the engagement of employees through motivating them either with the help of providing emotional or financial support. Even scholars believe that the simple appreciation is also has significant role to increase the motivation of employees. Therefore, this engagement leads to increase productivity of employees in addition to their happiness at workplace. Similarly, transformational leadership try to hear and understand the needs and wants of their followers, which help them understand thoroughly the problems. Specifically, leaders facilitate and support their followers, which decrease their work pressure, stress and tension;

thus, leads to decrease the burnout as well (Colaco, 2018; Conchie, 2013; Derek Farnsworth, 2019; Fulmore et al., 2022; Gong et al., 2022).

2.9.3. *Social Exchange Theory*

In daily routine, employees do their work and get something in return. Similarly, this theory is based on social exchange where two parties interact with each other based on cost-benefit analysis (Cook et al., 2013). This theory was initially proposed by Homans (1974) who termed social exchange as an activity in which two parties interact with each other on the basis of economic exchange, and this exchange may result in rewarding or costing. Roewecklein (2006) asserted that amongst these two parties, each one has something which the other party values. Emerson and Cook (1976) pointed out some important points and noted that both parties value the cost benefit analysis and decide to keep the relationship or to terminate it. Authors further asserted that both parties analyse whether the benefit is larger than the cost or not. If benefits are larger than invested costs, the party most probably keeps the relationship. Conversely, if costs are higher than the benefits, party will terminate the relationship. These costs and benefits may be in the form of facilities both financial and non-financial.

Cook et al. (2013) stated that social exchange theory works among all stakeholders; however, previous scholars have particularly utilized it in the context of relationship between leadership and employees. Cook et al. (2013) asserted that employees put their efforts, show the loyalty towards the organization, represent their engagement & commitment while increasing their productivity, and put their full efforts to increase the competitive advantage as well as market share of organizations. In return to all these efforts, employees expect both financial and non-financial benefits from leadership and organization. Here they require salaries or wages, emotional support, social support, acknowledgement, appreciation, value,

and identity in the organization (Chernyak-Hai & Rabenu, 2018; Cropanzano et al., 2017). Based on this understanding, this theory is one of the most relevant and significant for current study. It helps us understand that while putting efforts in order to enhance the productivity, employees also work with engagement. While leaders play their role to motivate the employees, relieve their stress level in order to protect them from burnout, and acknowledges their efforts through both financial and non-financial benefits to increase their happiness at workplace. Therefore, it is a two-way process, and if both parties keep this unwritten agreement, the relationship not only keeps going but also strengthens with the passage of time; however, if one of the parties does not fulfil its duties and responsibilities, other party may terminate the relationship.

2.9.4. Conservation of Resource Theory

By nature, humans are reluctant to take risks; therefore, they take precautionary steps to avoid any kind of loss or threat (Hobfoll, 2011). Based on this scenario, conservation of resources theory (COR) is used, which is specifically related to stress. On an overall understanding, this theory states that in order to avoid any possible loss, individuals move on the safe side and get resources to maintain their current status as well as they get new resources to increase their current state. In this way, possible future threat of loss works as a motivation to drive humans (Malik & Sattar, 2022). Similarly, Kim et al. (2017) noted that employees at work try to avoid stress by appropriately utilizing their current resources that may be in the form of time, attention, and physical activeness, and such resources are efficiently utilized; thus, employees use preventive approach to avoid possible stress. Recently Kloutsiniotis et al. (2022) conducted a study in the context of Covid-19 and used resource view. Authors have divided the resources into contextual and personal. They stated that

contextual resources can be based on circumstances like getting praise from supervisors, while personal resources are linked with internal state of people, which can be the intrinsic motivation that arises from getting praise from supervisors. In this way, these both resources are inter-connected (Kloutsiniotis et al., 2022).

Based on above understanding, COR is utilized in the current study to explain the relationship among variables, especially the transformational leadership, stress, and burnout. In the context of conservation of resources theory, TL motivates individuals to stick to their goals and put full efforts with engagement in order to complete their task on time. TL provides both financial and non-financial support to employees, which help them maintain their happiness at workplace at the one place, while avoiding possible stress in case of lack of ability to complete task at the other place. They work with engagement to avoid stress, which leads to burnout at the later stages (Tafvelin et al., 2019). Therefore, while taking precautionary steps, they work efficiently and effectively; thus, leads to increase their productivity. In this way, transformational leadership plays a significant role to utilize COR theory to motivate individuals to get their separate and organizational goals. (Hildenbrand et al., 2018; Kloutsiniotis et al., 2022). This relationship can be further explained with the help of job demands resource theory proposed by Demerouti et al. (2001), where authors asserted that every job demands certain psychological and physical resources from individuals which are often termed as costs to earn like physical and mental effort to complete the task. These resources are utilized to avoid stress in order to avoid burnout; therefore, productivity of individuals increases.

2.9.5. *Path Goal Theory*

It is a behavioural theory, which links the behaviours of leaders and their followers or employees. The theory was originally developed by House (1971), where author stated that the leaders' behaviour is contingent to the performance of employees – that is to say if employees' performance is good, their satisfaction level is high, and their commitment level is good, it act as positive indication that leader will react in a positive way. In a later revised version House (1996) asserted that leaders reward and appreciate the good performance of employees, while punish the bad performance. In another point of view, path goal theory states that leaders set path and goals for followers and motivate them to achieve those goals. Thus, the role of leaders is significant, which changes with the changes scenarios, as mentioned above, good performance of individuals leads to leaders' behaviour of appreciation for employees, while bad performance may result in corrective steps by leader to align goals of individuals with the goals of organization (Alanazi et al., 2013).

In the current study, path goal theory provides a guiding principle to help us understand that transformational leaders help employees to achieve their goals by motivating them with the help of financial and non-financial rewards and support (Evans, 1996). It leads to the engagement of employees to get possible rewards while avoiding possible punishment in case of bad performance. In addition, transformational leadership also facilitates and supports them to complete their tasks smoothly, which avoid such employees from stress. Therefore, in this case, these employees are happy to efficiently complete their work, while avoiding burnout. The proactive approach help them increase their engagement and productivity (Vecchio et al., 2008).

2.10. Key Issues Identified from the Literature Review

The literature review reveals several key issues related to the study's main constructs: transformational leadership, employee engagement, stress, employee productivity, happiness at the workplace, and job burnout. First, the reviewed literature highlights that transformational leadership has a significant positive impact on employee engagement, happiness, and productivity, while reducing stress and burnout. However, there is limited understanding of how these relationships manifest in the public sector, especially in developing economies like Palestine, where unique cultural, economic, and political challenges prevail. Secondly, studies have explored the role of stress in diminishing employee well-being, engagement, and productivity, but few have examined how stress operates within the specific context of Palestinian public institutions, where job security and political instability might exacerbate stress. Third, while transformational leadership has been linked to improved employee outcomes, there is limited empirical evidence connecting this leadership style to job burnout in the context of developing economies.

A significant research gap exists regarding the mediating role of employee engagement and stress in the relationship between transformational leadership and employee outcomes, particularly in public sector settings like Palestinian ministries. Addressing these gaps will provide valuable insights into how transformational leadership can enhance employee productivity and well-being in a highly challenging and politically sensitive environment.

2.11. Chapter Summary

This chapter has thoroughly explained all variables, their types, positive and negative forces, their predictors, and outcome variables. Firstly, transformational leadership has significant importance to increase the creativity, engagement, motivation, happiness, and

productivity along with reducing stress, burnout, and other negative forces hindering productivity. Secondly, employee engagement is one of the most explored and popular phenomena of today's organizations because engaged employees are less stressed, more creative, happy, and productive; therefore, organizations use various methods to attain high level of employees' engagement. Third variable is stress, which is negative in its overall sense. It reduces the happiness, engagement, productivity, commitment, creativity, organizational citizenship behaviour, while it leads to high level of emotional exhaustion, burnout, and turnover. In order to avoid negative factors, organizations try to lower down the stress level of employees by supporting and facilitating them through leadership.

The fourth important variable is employee productivity, which is the sum of goods or services produced by an employee or worker in the organization. It is one of the most important things, which an organization needs in order to increase its revenues and profits; therefore, organizations try every possible solution to enhance the productivity of employees. All kinds of stressors are reduced, and positive driving forces are activated to enhance employees' productivity. In this regard, leadership styles play a significant role.

In the recent decades, much work has been done regarding exploring various dimensions of happiness at workplace as it is directly linked with the productivity of employees, which results in overall good performance of the organization. Negative forces which restrict the happiness of employees may include prominently, the stressors either physical or emotional at individual and organizational level. These forces are mitigated to enhance the happiness at workplace. Finally, the last variable is job burnout, which is the strong form of stress in its simple terms. It is considered one of the strong forces to hinder employees' productivity; therefore, organizations support, facilitate, acknowledge, and

appreciate their employees to prevent them from going into depression, and then in burnout condition. This chapter has also highlighted five different theories including stakeholder theory, leader-member exchange theory, social exchange theory, conservation of resources theory, and path goal theory. These theories explain the relation between variables, which help researchers to develop logical hypotheses.

Chapter 3: Proposed Conceptual Framework

3.1. Introduction

This chapter includes the relational literature where relationships between different variables are examined. Based on the previous literature, the existing relations and the new relations are evaluated. The new relations are based on certain theories. This chapter has highlighted the hypotheses of the study and consequently developed a research framework. Primarily, the hypotheses in this chapter indicate the relationship between independent variables and mediators as well as dependent variables.

3.2. Transformational Leadership and Employee Engagement

In previous chapter, leader member exchange theory and path goal theory represent a relationship between transformational leadership and employee engagement. Based on these both theories, it can be stated that transformational leadership help employees set their goals and align with the goals of the organization. The LMX theory emphasizes how transformational leadership fosters strong interpersonal relationships between leaders and employees, encouraging mutual trust and respect. This leads to an increase in engagement and commitment. While the path-goal theory further illustrates how TL motivates employees to align personal goals with organizational objectives, enhancing their engagement by providing clarity on the path to success. TL develops a close relationship with employees and shows careful behaviour to know their needs and wants, which create a positive perception of organizational support in the minds of employees, which leads to enhancement of their engagement towards their job as well as their organization. Many scholars have investigated the relationship between TL and EE. Datche and Mukulu (2015) conducted a study in the

context of Kenya and found a positive impact of Transformational leadership on employee engagement.

Bass (1985) noted that transformational leadership is comprised upon four kinds of factors, which if combined, represents a strong leadership style. The author further explained each type and linked those types with employee engagement. Bass (1985) asserted that the first factor is idealized influence, in which leader prefer the benefits of a group over the benefit of an individual. It is important to mention here that this prefer over the individual benefit does not mean that transformational leaders do not focus on individual benefits, rather it is a matter of preference. A study by Nusair et al. (2012) found that transformational leadership in Jordanian public institutions played a crucial role in enhancing employee engagement, particularly through personalized attention and development. Similar studies in the region, such as Wright and Pandey (2010) and Faradina and Mabur (2023), confirmed that TL fosters employee involvement by aligning personal values with the organization's mission.

According to Bass (1985), idealized influence is a source of providing norms and moral values to the followers, which highlight that such leaders are the role model for their followers; therefore, employees follow the instructions of leader to achieve organizational goals, which help them work with full attention and involvement (Balwant et al., 2019). The second factor of TL explained by Bass (1985) is inspirational motivation, which is the biggest specification and trait of transformational leadership. This factor helps motivate the individuals inside the organization. Nguyen et al. (2019) noted that transformational leadership motivates employees to align their goals and objectives with the culture and environment of the organization. They further stated that such leaders provide employees a challenging work environment, and rather than working on a boring job, employees feel a

purpose and meaning on their job. Also, transformational leaders set high standards for their employees, which is another form of creating a challenging job for followers (Hasibuan & Bayzura, 2021). With respect to motivating employees, transformational leadership uses speeches, public seminars and appreciations, representing the optimism and positive thoughts, which result in high level of encouragement and enthusiasm towards goals' accomplishment; thus, employees work with full involvement and engagement (Alam et al., 2022; Bedarkar & Pandita, 2014; Kwon & Kim, 2020). Many previous scholars have found the positive impact of TL on EE. Him (2021) conducted a study in the context of Malaysia and found that transformational leadership increases the involvement and engagement of employees through inspiring and motivating them. In addition, Meng et al. (2022) noted that transformational leadership creates meaning and purpose for the employees and they work with commitment and engagement. Furthermore, Balwant et al. (2019) explained the methods through which transformational leadership creates motivation and inspiration for the followers. The authors have found that TL works as a charisma for the followers, where they employees follow the leader as a role model. Besides, TL uses stringent rewards (both financial and non-financial), which is another form of creating motivation among employees; therefore, it results in high level of engagement, which is ultimately helpful for the overall good of the organization (Thisera & Sewwandi, 2018). This study applies these theoretical insights within the Palestinian public sector, examining how TL practices enhance employee engagement in Palestinian ministries. By focusing on leadership behaviors that foster engagement, this hypothesis aligns with the overall research framework aimed at improving organizational performance through leadership practices. The above-mentioned discussion and references represent a positive association between TL and EE; therefore, following hypothesis is developed.

H1: Transformational leadership has positive influence on employee engagement in the Palestinian ministries.

3.3. Transformational Leadership and Stress

The existing literature shows that transformational leadership has a close relationship with its followers. TL individually focuses on the needs and wants of employees; therefore, these leaders are in a better position to understand employees' weaknesses and strengths (Him, 2021; Meng et al., 2022; Purba & Sudibjo, 2020). This understanding makes them able to accordingly deal with employees, which comes in the form of supporting employees, rewarding them to motivate them, empowering them along with assigning them challenging tasks and inspiring them to attain organizational goals with high level of effectiveness and efficiency (Hasibuan & Bayzura, 2021; Nguyen et al., 2019). In this process, often leaders see that employees are facing issues like over-burdened, ambiguity regarding role, not fit for the task, and getting hopeless regarding task's completion. In these circumstances, TL facilitates employees and provides them psychological and financial support, whichever is required or appropriate in accordance with the environment. Therefore, the burden, ambiguity and hopelessness reduces, and consequently the stress level of employees decreases (Gill et al., 2006; Lyons & Schneider, 2009). This aligns with the research problem that highlights the detrimental effects of stress on employee performance and well-being in Palestinian public sector institutions. By addressing individual employee needs, TL reduces the systemic stress caused by organizational challenges such as ambiguous roles and overwork.

Gill et al. (2006) asserted that stress is harmful for the productivity, creativity, and innovation of employees; therefore, transformational leadership implement those strategies which limit the stress level among employees. They further noted that TL encourages open

communication among employees. Also, with reference to TL, we often find a close relationship between leadership and employees; therefore, leadership can better manage their problems in order to reduce their stress level (Seltzer et al., 1989). Lutarlean et al. (2019) found that stress often occurs owing to tight deadlines and overburdened work, while transformational leadership is found to be effective here due to having high level of agreeableness and flexibility. Also, transformational leadership directly communicates with employees on individual level; therefore, these traits of TL make such leadership style is more appropriate to deal with the stress of employees. They can easily interact with their leaders to get assistance regarding their work. Also, TL encourages and motivates the employees, which reduces their stress level along with increasing their productivity (Lutarlean et al., 2019). A study conducted in Saudi Arabia (Abdul Rahman et al., 2014) demonstrated that TL can effectively reduce stress in public sector organizations by creating an environment of support and trust. In Jordan, Nusair et al. (2012) also highlighted the significance of TL in minimizing job stress by fostering open communication and strong interpersonal relationships.

In previous chapter, leader member exchange theory and social exchange theory have significant role in explaining the relationship between TL and job stress. These theories explain how the two-way process works, where both parties fulfil their duties and interact with each other. Leadership plays its part to communicate with employees, motivating and encouraging them, empowering them, and assigning them challenging tasks, and increasing their locus of control as well as self-confidence. This positive role has significant impact on employees; therefore, their stress level decreases. Many scholars have found a negative relationship between these both variables. Diebig et al. (2017) found that transformational leadership has significant negative impact on job stress, which is mediated by team

cooperation. Authors further found that indirect relationship is stronger as compared to direct relationship. It means the support of transformational leadership and team has a combined greater effect on employees' stress. Similarly, Lee and Kim (2012) found a negative and significant effect of TL on stress level of nurses. These studies show a negative relationship between both variables. Therefore, following hypothesis is developed.

H2: Transformational leadership has significant negative impact on stress level of employees in Palestinian ministries.

3.4. Transformational Leadership and Productivity

TL is primarily known for transforming the lives of followers, and these leaders develop their skills and abilities in their employees. Budur and Poturak (2021) asserted that TL is famous with respect to motivating and inspiring his/her followers. Researchers believe that such leadership is comparatively closer to employees because TL listens and identifies the needs and wants of followers, and individually deal with them in accordance with their strengths and weaknesses. Akpoviroro et al. (2018) noted that TL motivates and encourages employees to work enthusiastically and energetically. In this regard, most of the time, transformational leaders encourage employees through intrinsic motivation as employees believe on the normative commitment in which they act in accordance with the norms and values and believe that organization is doing best for them; therefore, in return, they also need to do their best to achieve organizational goals. This understanding enhances the engagement and commitment of employees; hence, the productivity of employees increases (Balwant et al., 2019; Begum et al., 2022).

Similarly, previously explained two theories are more relevant to explain the relationship between TL and productivity. The research strategy in this study is built on

analyzing the role of TL in enhancing productivity within the public sector, particularly in ministries in Palestine. The application of Leader-Member Exchange theory supports the idea that strong leader-employee relationships can mitigate workplace stressors, thereby enhancing productivity. Leader member exchange theory focuses on the two-way relationship where leaders develop strong relationship with followers by identifying their issues and problems and solving them accordingly (DeSilva, 2021; Gaston, 2021; Greaves et al., 2014). These leaders support and facilitate their followers, which enhances their perception of organizational support; thus, their engagement and commitment to the job as well as to the organization increases, which in return leads to high level of employees' productivity (Erdogan & Bauer, 2015; Herman et al., 2018). The positive influence of TL on productivity has been demonstrated in various MENA region studies. For example, Abdul Rahman et al. (2014) found that TL in Saudi public institutions significantly enhanced productivity by creating an environment that encourages innovation and personal development. Similar findings were echoed by Nusair et al. (2012) in Jordan, where TL practices were directly linked to increased employee output and efficiency. This theory further explains that the quality of relationship has significant impact on the behaviours of followers; therefore, leaders create an environment of trust and believe. In this case, employees believe that the leaders are their well-wishers, supporting them, and providing them value in the organization (Gerstner & Day, 1997; Liden et al., 1997). In addition, TL increases the confidence and self-efficacy among employees; therefore, they more energetically do their job to attain organizational goals (Him, 2021). Furthermore, empowering employees to do their decisions along with accepting the responsibility also enhances their perceptions about being valued and having an identity in the organization (Oh, 2020). Some scholars have also found that TL encourage new ideas and knowledge sharing, which is another form of motivating individuals to interact with leaders

and the colleagues (Pillai et al., 2003); thus, social interaction and sharing of ideas reduces the weaknesses of poor performers along with covering their social needs (Purba & Sudibjo, 2020; Thisera & Sewwandi, 2018; Vecchio et al., 2008).

Most of the employees, although prefer money, consider transformational leaders as their role models. Consequently, the value and impact of these leaders' instructions seems to be large enough to implement change (Mujkić et al., 2014; Muliati et al., 2022; Nguyen et al., 2019). Therefore, encouraging updating the skills and abilities of employees to increase their productivity is not a big in case of TL. Another aspect of TL is the reduction of negative forces, which restrict and hinder the productivity of employees (Masi & Cooke, 2000; Salem, 2015). Specifically, employees often feel stressed owing to enhanced workload, ambiguity in role, or role conflict, and these stressors reduce their confidence; thus, they believe themselves to be incompetent to achieve goals (Salem, 2015; Singh et al., 2020; Vecchio et al., 2008). In this case, transformational leaders facilitate and support these employees to reduce their stress. Also, inspire and motivate them to come out of the negative thinking; therefore, the positive energy and thoughts increase their engagement, which leads to high level productivity. This study hypothesizes that TL will positively affect employee productivity in Palestinian ministries, aligning with the research objective to explore leadership strategies that enhance organizational performance in the Palestinian public sector. Many scholars have found a positive relationship between transformational leadership and productivity (Arif, 2021; DeSilva, 2021; Masi & Cooke, 2000; Peters, 1997); therefore, following hypothesis is developed.

H3: Transformational leadership has significant positive impact on employee productivity in Palestinian ministries.

3.5. Transformational Leadership and Happiness at Workplace

Not only in personal life, individuals also prefer happiness at workplace because it increases their satisfaction and willingness to work efficiently (Salas-Vallina et al., 2017). Previous scholars have extensively explored the impact of various work-related behaviours on the performance and productivity of employees. For instance, employees' satisfaction increases their engagement and commitment (Agarwal, 2015; Anggreyani & Satrya, 2020), which wellbeing and positive mood has strong effect on their productivity (Redekopp & Huston, 2019). Similarly, positive emotions are proved to have paramount impact on employees physical and mental health, while their engagement and creativity also increases (Alam et al., 2022; Alarcon et al., 2010; Albrecht et al., 2015). These encouraging and attractive results motivate organizations to achieve employees' happiness at workplace in order to increase their overall creativity, productivity, innovation, commitment, satisfaction, and positive moods (Choudhury et al., 2019; Fisher, 2010; Fitriana et al., 2022).

In order to achieve positive mood, satisfaction, and employees' happiness at workplace, scholars found a positive and significant role of transformational leadership. Abdullah et al. (2017) found a positive relationship between transformational leadership and happiness at workplace. Similarly, Salas-Vallina et al. (2017) noted that positive emotions, especially happiness leads to productivity, and transformational leadership increases the level of happiness of employees. Fu et al. (2010) noted that TL uses rewards and appreciation to encourage employees, while fulfilling their needs and wants to increase their happiness at workplace; thus, they put their extra effort to achieve organizational goals. Kumar and Dhiman (2020) highlighted another point and noted that transformational leaders focus on the norms and values of the organization. In addition, these leaders give respect to the social

needs, psychological, and spiritual needs and wants of employees, which make them happy and increase their wellbeing.

Salas-Vallina and Alegre (2018) found that transformational leaders increase the perception of employees that leaders and organization are supporting their well-being. In addition, authors noted that the perception of employees regarding the unselfish behaviour of transformational leaders increases their attachment and satisfaction; hence, despite completing challenging tasks, employees remain happy and energetic. This link between transformational leadership and workplace happiness directly addresses the research problem, where public sector employees in Palestinian ministries are struggling with low morale and satisfaction. By fostering a supportive environment, transformational leaders enhance employee well-being, ultimately improving job satisfaction and performance in line with organizational goals. Studies in the MENA region, such as Abdul Rahman et al. (2014), have highlighted the role of TL in creating a positive workplace environment by boosting employee morale. Similarly, in Jordan, Nusair et al. (2012) demonstrated that transformational leadership's impact on employee happiness leads to higher engagement and reduced turnover, reflecting a key focus of public sector reform.

With respect to the relationship between transformational leadership and happiness of employees, leader member exchange theory, path goal theory, and social exchange theory provide guidance (Dose et al., 2019). According to these theories, the two-way process and relationship between transformational leadership and employees get stronger when leader appreciates the efforts, good performance and creativity of employees, while in exchange, employees fulfil their duties and complete the tasks timely and effectively (Herman et al., 2013). Furthermore, theories explain that transformational leaders set standards for employees,

provide them support, encourage their abilities, boost up employees' confidence, and reward their competitiveness (Burns, 2003). These positive efforts reduce the stress, exhaustion, depression, and other negative feelings, and resultantly, their happiness increases (Abdullah et al., 2017; Salas-Vallina & Alegre, 2018; Salas-Vallina et al., 2017). This study adopts these insights to explore how transformational leadership in the Palestinian public sector affects happiness at work, aligning with the research objective of improving employee well-being through leadership interventions. The above-mentioned studies show a positive relationship between transformational leadership and happiness at workplace; therefore, following hypothesis is designed.

H4: Transformational leadership has significant positive impact on happiness at workplace in Palestinian ministries.

3.6. Transformational Leadership and Job Burnout

Wen et al. (2019) asserted that transformational leadership develops relationship with employees on the basis of trust and expectations. Authors further noted that TL develops a strong interaction with employees; therefore, owing to trust-based relationship, employees feel easy to share their problems and issue with transformational leaders. Therefore, these leaders can effectively deal with employees' issues and problems based on their deep understanding. Besides, Zheng et al. (2017) has highlighted the positive role of transformational leadership in increasing intrinsic motivation of employees, and boosting their confidence level. They also stated that the abilities and skills of employees are increased along with increasing self-efficacy. Therefore, employees feel more confident and less stressed while working in the organization. Kelloway et al. (2012) found that transformational leadership facilitates employees, and reduces their stress level; therefore, employees are prevented from burnout

condition. Addressing job burnout is critical to the research problem in Palestinian ministries, where employees face high stress and work overload. Transformational leadership, by fostering trust and support, is positioned as a crucial intervention to reduce burnout and increase employee resilience.

Ma and Yang (2020) found that transformational leadership plays an effective role during crisis as most of the employees get stressed during crisis. TL encourages them to deal the situation with confidence and believe on their skills and hardworking; thus, employees become able to come out of burnout. Similarly, Zhang et al. (2012) conducted a study in China and found that TL has significant importance to perform well during crisis, especially, it reduces employees' burnout. Bowers et al. (2017) asserted that it is significant to find a combination of good and effective leader in accordance with the culture and structure of an organization. They also stated that transformational leadership is well proved effective in terms of controlling the crisis. TL has its important role to increase the positive feelings, like positive mood, employee engagement and satisfaction, while reducing the negative feelings, like stress, depression, exhaustion, and burnout (Bowers et al., 2017). In Saudi Arabia, Rahman et al. (2014) found that transformational leadership was pivotal in managing stress and reducing burnout in public institutions. Additionally, Faradina and Mabrur (2023) demonstrated how TL in government sectors mitigates burnout by fostering a supportive work environment.

With respect to the crisis management, recent studies have highlighted the increasing level of employees' stress and burnout, while linking different leadership styles to control such situation. Ma and Yang (2020) conducted study in the context of Covid-19 and found that pandemic has increased the stress and burnout of employees owing to social and financial

restrictions, while increasing the work-load due to reducing work duties of employees. Ma and Yang (2020) found that transformational leadership has performed an outstanding role in managing the increasing burnout cases of employees while maintaining their productivity and creativity. Similarly, many other scholars have found a significant impact of transformational leadership on burnout. Tsang et al. (2022) found that transformational leadership increases the psychological empowerment of employees, and also reduces their burnout. Kloutsiniotis et al. (2022) noted that TL has played a positive role during Covid-19 and controlled the personal stress, anxiety, and loneliness of employees through motivation, inspiration, and rewarding. The research strategy in this study focuses on the role of TL in reducing burnout in the Palestinian public sector, aiming to address one of the core challenges identified in the research problem. As studies above mentioned show a negative impact of transformational leadership on employees' burnout; therefore, following hypothesis is developed.

H5: Transformational leadership has significant negative impact on job burnout in Palestinian ministries.

3.7. Employee Engagement and Productivity

Many previous scholars have explained the relationship between employee engagement and productivity. Baldoni (2013) noted that the productivity of engaged employees is found to be double as compared to the un-engaged employees. Author has compared the productivity of employees working in top performance and weak performers and found a clear difference amongst productivity of employees owing to certain reasons. In top performing organizations, employees are highly engaged; therefore, they are less tempted towards absenteeism and stress, while low performing organizations include less engaged employees; therefore, their productivity is not up to the mark (Baldoni, 2013). According to

Ratnaningtyas et al. (2021), engaged employees are comparatively more attentive, energetic, and vigilant. They not only achieve their goals but also help poor performers to achieve their goals as well because these employees personally own their success and failure. The relationship between employee engagement and productivity directly addresses the research problem in Palestinian ministries, where disengagement has led to reduced performance. By enhancing engagement, this study aims to provide practical insights for increasing public sector productivity.

The relationship between employee engagement and productivity is better explained with the help of conservation of resources theory. This theory provides guidance to explain that employees use proactive approach, and in order to maintain their current resources in the form of their productivity level, they work efficiently and effectively; therefore, their productivity level is increased (Xanthopoulou et al., 2009). These employees remain engaged and committed owing to motivation of getting new resources or maintaining the current level (Christensen et al., 2020). Most of the organizations attach rewards and punishments with goals' attainment; therefore, employees' proactive approach to achieve goals in search of increasing their goals, keep them engaged and committed; hence, their productivity level is increased (Baldoni, 2013; Christensen et al., 2020; Daneshgari & Moore, 2016). In a study conducted in Jordan, Nusair et al. (2012) found that engaged public sector employees were more productive and less likely to leave the organization, indicating the importance of engagement in improving performance outcomes in MENA public institutions.

Likewise many scholars have found a positive influence of employee engagement on their productivity level. Zondo (2020) conducted a study in the context of South Africa and found that engaged labour has high level of productivity. It means employees engagement has

significant and positive impact on employees' productivity. Similarly, Kaldeen et al. (2021) conducted a study in Sri Lanka and found that employee engagement has direct positive and strong effect on productivity of labour. It means increasing the level of engagement can enhance the level of employees' productivity. Satata (2021) conducted a literature review study and found that most of the scholars have found productivity and satisfaction as the two most important consequences of employee engagement. Author further stated that engaged employees take comparatively less stress during crisis; therefore, their productivity is also high compared to the less engaged employees. DeSilva (2021) investigated the relationship between transformational leadership, employee engagement and productivity. Author found that transformational leadership increases the engagement of employees, and resultantly, employees' productivity is also increased. Another recent contribution is made by Zahraei (2021), who found a positive relationship between employee engagement and productivity. This study tests the hypothesis that employee engagement significantly enhances productivity in Palestinian ministries, aligning with the research objective to improve organizational outcomes through increased employee involvement. These studies show a positive relationship between both variables; therefore, following hypothesis is developed.

H6: Employee engagement has significant positive influence on employee productivity in Palestinian ministries.

3.8. Employee Engagement and Happiness at Workplace

A lot of studies conducted to explore employees' engagement and workplace happiness; however, little evidence is available with respect to investigating the impact of employee engagement on happiness at workplace. The primary reason of less studies regarding happiness is that many scholars believe that happiness is not considered a pathway

to success, rather those scholars believe that this variable is only a positive outcome at work, which depends upon the work environment (Bhattacharjee & Bhattacharjee, 2010; Burns, 2003; Fisher, 2010; Rahmi, 2019). On the other hand, limited studies are available to counter this narrative and considering happiness at workplace a positive outcome that leads to success. For instance, Othman et al. (2018b) identified three dimensions of employee engagement including job satisfaction, administrative process, and leadership. Also, they found a strong positive and significant impact of all three dimensions on happiness of employees and believe that engaged employees are happier; therefore, more productive. Bakker and Schaufeli (2014) noted that EE is related to the positive emotions and engaged employees are inspired, motivated, committed, and energetic regarding achieving organizational goals. They further stated that the presence of such behaviours keeps employees happy and satisfied as they become motivated, competent, and capable; therefore, organizations reward them for good performance.

Choudhury et al. (2019) asserted that engagement is the intellectual commitment, which appeared both in towards the job and towards the organization. Choudhury et al. (2019) further noted that engagement is related to the personality of employees; therefore, it is believed that engaged employees are more proud over their job and organization, which keep them happy. Lalić et al. (2020) found that engagement has positive and significant influence on happiness of employees, and it works as a mediator between internal communication and happiness of employees. Moreover, (Kadadunna & Gamage, 2021) stated that engagement is something related to intangible characteristics of individual; therefore, when individuals are satisfied and engaged internally; they are comparatively more happy and committed at workplace. Apart from this, social exchange theory suggests that when leaders fulfil their

responsibilities of providing employees sufficient and defined wages or salaries; appreciate their efforts and loyalties towards organizations; support and facilitate employees during their tough time; and provide them financial, social, psychological, and emotional protection, then employees also fulfil their duties (Choudhury et al., 2019; Field & Buitendach, 2011). In this case, studies suggest that employees remain satisfied, engaged, committed, happy, organized, and loyal to the organization (Lalić et al., 2020; Santhanam & Srinivas, 2019; Stairs & Galpin, 2010). Turaga (2021) conducted a thorough research on happiness at workplace and found that employee engagement is the strong predictor of happiness of employees. These studies have presented a positive relationship between employee engagement and happiness; therefore, following hypothesis is developed to confirm this relationship empirically.

H7: Employee engagement has significant positive influence on happiness at workplace in Palestinian ministries.

3.9. Employee Engagement and Job Burnout

Although many scholars have studied the relationship between employee engagement and burnout; little evidence is available regarding its investigation in the government ministries. Specifically, with respect to Palestine, there is no previous study to find out the impact of employee engagement on burnout. These both terms are technically opposite to each other, which means increasing one will lead to decrease the second one (Cole et al., 2012). Freeney and Tiernan (2006) reviewed the literature regarding employee engagement and found that majority of the scholars have found engagement as an antithesis to burnout. They further noted that the scholars who have not found it opposite, mostly presented insignificant results. Santhanam and Srinivas (2019) found that disengaged employees are more inclined towards burnout. Also, if employees are not engaged, they are at higher risk of burnout;

therefore, often such employees leave the organization. Conservation resources theory explains the relationship between these two variables. Alarcon et al. (2011) applied this theory and found a negative link between employee engagement and burnout. They stated that individuals use proactive approach and go for increasing or maintaining their resources by actively participating the work. As they do not want to take stress; therefore, utilize their resources including physical, emotional, and psychological to remain energetic, engaged, and committed, which help them achieve organizational goals without going towards burnout (Alarcon et al., 2011).

Maricuțoiu et al. (2017) conducted a meta-analysis and revealed an important finding that employees move towards stress and then burnout owing to lack of careful behaviour of organizations. The continuous stress situation of employees converts into burnout, which means they are no longer engaged, committed, or satisfied. Maricuțoiu et al. (2017) also noted that employee engagement has inverse relation with burnout. It is important to note here that burnout often appears owing to ineffective and inappropriate support of organization, management or supervisor; therefore, in order to keep employees engaged and committed, modern organizations are focusing on various techniques and methods (Lubbadeh, 2020; Malach-Pines, 2005; Maricuțoiu et al., 2017). Previous researchers have preferably studied these both variables together in the sense of whether these both variables move together or not, and which of these two comes first. Maricuțoiu et al. (2017) also conducted a similar study and found that both variables have been used in different order; however, most of the scholars believe that majority of employees remain engaged, motivated, and committed to accomplish their goals in the organization (Leiter et al., 2014); therefore, employee engagement is considered to be the negative predictor of burnout, which means if employees are ignored

despite their efforts and good performance, they get stressed and continuous stress converts to burnout (Lubbadeh, 2020; Wang et al., 2021; Yao et al., 2021).

H8: Employee engagement has significant negative influence on job burnout in Palestinian ministries.

3.10. Stress and Productivity

Similar to employee engagement and burnout, there is an inverse relation between stress and productivity. With respect to these two variables, many scholars have presented their findings and found a strong negative impact of stress over the productivity of employees (Adaramola, 2012; Gates et al., 2011). Modern organizations are particularly emphasizing the need to control the stress and all the means which lead to stress among employees. Therefore, there are certain rules and regulations in every organization in addition to rules implemented by national and international labour organizations. These rules are developed to keep employees safe and protected. Amongst the common forces to lead stress may include overload, harassment, abusive supervision, job insecurity, and role conflict (Adaramola, 2012; Agarwal, 2015; Harahap et al., 2020; Holman et al., 2018). Organizations take certain steps through management and leaders to facilitate their employees and support them in accordance with their needs and wants; therefore, reduction in stress, results in high level of employees productivity (Ehsan & Ali, 2019; Ekienabor, 2016). Hoboubi et al. (2017) asserted that stress reduces the engagement, commitment, and confidence of employees. It is also found that employees who are facing stress, are less creative, completes less tasks, and often commit delays in their completion of tasks. It means stress has significant negative impact on employee's productivity (Adaramola, 2012; Ehsan & Ali, 2019).

With respect to the relationship between stress and productivity, two theories are relevant including conservation of resources theory, and stakeholders' theory. The conservation of resources theory guides researchers that stress appears after either of three kinds of factors including the threat of loss, actual loss, and lack of resources (Ganster & Perrewé, 2011). In this theory, resources can be termed as financial, physical, or behavioural. In the absence of organizational support regarding problems, employees feel stress to lose their goals, rewards, promotions, and career growth (Penney et al., 2011). In such circumstances, employees' continuous growth of stress makes them incompetent due to their inattentive behaviour (Zhou et al., 2016). Also, employees feel themselves to be incapable to complete the responsibilities; therefore, it negatively affects their productivity level. Similarly, stakeholders' theory guides organizations to focus on all stakeholders, rather than focusing on shareholders alone (Freeman, 2001; Phillips et al., 2019). As employees are considered the real reason behind profit and competitive advantage of organizations; therefore, their peace of mind, positive emotions, engagement, and commitment should be important in order to maintain and enhance their productivity level (Cording et al., 2014; Freeman, 2001, 2015). Apart from this, many previous studies explain the relationship between these two variables. Halkos and Bousinakis (2010) investigated the impact of stress and satisfaction on productivity of employees and found that stress have negative effect, while satisfaction has positive impact on productivity of workers. In addition, Bharathi and Gupta (2017) revealed a negative and significant relationship between stress and employees' productivity. As these studies show the negative impact of stress over employees' productivity, following hypothesis is developed to empirically confirm this relationship.

H9: Stress has significant negative impact on employee productivity in Palestinian ministries.

3.11. Stress and Happiness at Workplace

Scholars believe that employees cannot be stressed and happy at the same time (Tasnim, 2016). Although happiness and stress, both topics, are individually well explored by scholars; however, studies analysing their relationship, are rarely found. Previous researchers mainly focused on exploring stress with other variables like burnout, turnover, satisfaction, productivity, and engagement; however, happiness being the important positive outcome in organizations, is not studied well with relation to stress. Conversely, theories can explain their relationship significantly. For instance, the conservation of resources theory and stakeholder theory are important in this regard. The first one explains the causes of stress and its impact on employees' behaviours (Halbesleben et al., 2009; Penney et al., 2011), while second theory highlights the significance of giving importance to all stakeholders, rather than merely focusing the shareholders (Harrison et al., 2015; Phillips et al., 2019). In addition, Naseem (2018) conducted a study in the telecommunication sector of Pakistan, and shows a negative significant correlation between job stress and employees' happiness at workplace. Goswami (2015) conducted his study in the context of banking sector and stated that banking sector is one of the important industries where employees often face stress, exhaustion, and burnout. Author found a negative impact of job stress on employees' happiness.

According to another important contribution by Gray et al. (2019), stress damages the mental health of employees; therefore, they start remaining sad, boring, depressed, and exhausted. In other words, happiness of employees cannot be imagined (Gray et al., 2019). Meadows et al. (2022) examined various workforce characteristics and analysed their

correlation. Their findings revealed a negative correlation of job stress with satisfaction and happiness, while a positive relation with burnout. Kun and Gadanez (2019) asserted that happiness at workplace has paramount significance in the contemporary era; therefore, keeping employees happy, engaged, committed, and satisfied is the prime duty of management in these organizations. In these days, employees are the main source of competitive advantage and profitability; therefore, the significance of their wellbeing has increased than ever before as modern organizations are more careful regarding their all stakeholders (Kun & Gadanez, 2019). Rahmi (2019) described various antecedents of happiness at workplace and found that one of the strongest negative antitheses of happiness is stress of employees. At the same time, the careful behaviour of organizations about employees' wellbeing has increased, especially in the international organizations because the activeness of community, customers and all other stakeholders has increased (Rahmi, 2019). Similarly, some other scholars have also found a negative influence of job stress on employees happiness, and this relationship is more prominent in banking sector and health sector as well (Khosrojerdi et al., 2018; K.-S. Kim, 2019). As these studies show the significant and negative relationship between both variables; therefore, researcher has developed the following hypothesis to confirm this relationship empirically.

H10: Stress has significant negative impact on happiness at workplace in Palestinian ministries.

3.12. Stress and Job Burnout

Generally, the severe form of physical, emotional, psychological, or emotional stress is termed as burnout. Overall, both variables are widely accepted to be the negative concepts (Gill et al., 2006; Kloutsiniotis et al., 2022). Mullen et al. (2018) noted that stress leads to the

lack of confidence among employees, and they believe that they are incompetent. Similarly, Wu et al. (2021) pointed out a damaging effects of stress on the engagement and motivation of employees. Authors believe that employees get stressed owing to discrimination in organizational treatment; therefore, despite their efforts and good performance, favouritism has detrimental effect on the mental and emotional state of employees. This continuous state converts into burnout, which is also destructive for the productivity and satisfaction of employees (Wu et al., 2021). Dima et al. (2021) one of the major reasons of stress at work is overload, which often managed by the employees for a short period; however, on a long period, they start mental and physical stress, which comes into exhaustion. Kloutsiniotis et al. (2022) conducted study in the recent scenario of Covid-19 and noted that the stress level of employees has increased due to the fear of being vulnerable to be affected as well as due to the shifting of work on few employees; hence, overload is also appeared. They noted that a significant number of individuals, who were previously engaged and committed, now emotional and mentally exhausted.

Makasheva et al. (2016) observed a significant positive relationship between stress and professional burnout. They asserted that those employees who are not mentally strong, easily get stressed over lack of clarity and workload. Zysberg et al. (2017) highlighted the impact of emotional intelligence on stress, personality, and burnout. They asserted that the employees who are emotionally strong and intelligent, they are not the victim of stress and burnout. On the other hand, emotionally weak employees are easily trapped, get stress and burnout. Therefore, it depends on their personality because emotional intelligence has direct positive impact on personality of employees. Similarly, Görgens-Ekermans and Brand (2012) conducted a study in the context of healthcare sector and found that nurses with low level of

emotional intelligence are in higher number of stress and burnout victims as compared to the emotionally strong nurses. Many other studies have found a positive impact of stress on burnout; therefore, following hypothesis is developed to empirically test this relationship in this study.

H11: Stress has significant positive impact on job burnout in Palestinian ministries.

3.13. Mediation Role of Employee Engagement

This section has highlighted the mediation effects of employee engagement between transformational leadership on the one hand, and employee productivity, happiness at workplace, and job burnout on the other side. Following parts have highlighted the mediation role of employee engagement with each dependent variable separately.

3.13.1. Between Transformational Leadership and Productivity

Transformational leadership is considered to be one of the best leadership styles to motivate and inspire the followers to work energetically (DeSilva, 2021; Givens, 2008; Hasibuan & Bayzura, 2021). Previous scholars have noted that TL increases the confidence and self-efficacy of individuals, and they believe in their competence as well as skills to attain organizational goals (Herman et al., 2013; Kelloway et al., 2012; Khan et al., 2020). As it is already mentioned in the previous sections that transformational leaders closely interact with their followers and identify their needs and wants. This close interaction increases the perception of employees being valued in the organization owing to close connection and less gap between leader and the followers; therefore, their loyalty towards the organization and their job increases (Ma & Yang, 2020; Meng et al., 2022; Oh, 2020; Peters, 1997). Also, it is found that facilitating and supporting employees over their issues, create emotional attachment of employees with their organization; therefore, their engagement and commitment increases

(Mozammel & Haan, 2016; Salem, 2015). Consequently, researchers have found that employee productivity is the strong consequence or outcome variable of employee engagement (Nguyen et al., 2019; Peters, 1997; Salas-Vallina et al., 2017).

Some scholars have also found that when employees are satisfied, comfortable, happy, and engaged, they are more creative, competitive, innovative, and productive (Meng et al., 2022; Mozammel & Haan, 2016; Mujkić et al., 2014). Also, the resilient behaviour becomes stronger when organization creates a perception of its support with the employees whenever they are in need (McColl-Kennedy & Anderson, 2002; Oh, 2020; Othman et al., 2017). Specifically, transformational leader has a significant role to develop this perception among employees. Another dimension of transformational leadership is the personality of such leaders, and employees consider them as their role model; therefore, the instructions of leaders are followed (Tsang et al., 2022; Vecchio et al., 2008; Zhang et al., 2012). Many other studies have found the impact of transformational leadership on employees' engagement as well as productivity; however, limited evidence is available regarding the mediation role of employee engagement between transformational leadership and employees' productivity (Seltzer et al., 1989).

Arif (2021) noted that TL has strong positive impact on employee productivity owing to the major reason of extrinsic motivation among employees. Author further noted that transformational leaders provide a vision and set standards to their followers, which also provide a clarity of role among employees; therefore, their engagement with their job as well as the organization increases. DeSilva (2021) conducted a study in the retail stores and found that transformational leadership has positive influence on employees' engagement and their productivity as well. Also, they found a positive relationship between employee engagement

and employee productivity. As transformational leader has positive impact on both engagement and productivity, and engagement results in higher level of productivity; therefore, it can be concluded that employee engagement plays a mediation role between transformational leadership and employees' productivity. In order to confirm this relationship empirically, following hypothesis is developed.

H12: Employee engagement has significant mediation role between transformational leadership and employee productivity in Palestinian ministries.

3.13.2. *Between Transformational Leadership and Happiness at Workplace*

From previous few years, the significance of employees' wellbeing or happiness at workplace has increased (Abdullah et al., 2017; Adnan Bataineh, 2019). Now organizations are more focused on the wellbeing, satisfaction, engagement, happiness, and commitment of employees (Fisher, 2010; Fu et al., 2010; Kadadunna & Gamage, 2021). Primarily the association based on the relationships highlighted above, it can be stated that transformational leadership increases the engagement of employees and consequently, they become happy (Milhem et al., 2019; Mozammel & Haan, 2016; Ratnaningtyas et al., 2021). With reference to leader member exchange theory, the mediation relationship can be explained. Leaders develop close relations with employees on the basis of trust and support (Erdogan & Bauer, 2015). Employees feel relaxed to share their issues and problems with leaders, who facilitate them and support them. Therefore, the perception of employees regarding organizational support develops, which leads to loyalty, commitment, and engagement of employees. With increasing engagement, employees' happiness level also increases (Gerstner & Day, 1997).

Similarly, in case of social exchange theory, the relationship can be explained in this way. As leaders fulfil their duties and responsibilities by supporting employees, rewarding,

acknowledging, and motivating them (Cook et al., 2013). In return, the engagement toward the job and organization increases. Employees put their extra efforts to attain organizational goals (Cropanzano et al., 2017). Many scholars have found a direct positive impact of transformational leadership on employee engagement (Balwant et al., 2019; DeSilva, 2021). Similarly, researchers have found a direct positive influence of employee engagement on their happiness at workplace (Choudhury et al., 2019; Gulyani & Sharma, 2018). Also, transformational leadership has direct impact on happiness at workplace (Abdullah et al., 2017; Salas-Vallina et al., 2017); therefore, it can be concluded that employee engagement plays a mediation role between transformational leadership and happiness at workplace. Based on this information, following hypothesis is developed.

H13: Employee engagement has significant mediation role between transformational leadership and happiness at workplace in Palestinian ministries.

3.13.3. *Between Transformational Leadership and Job Burnout*

Ratnaningtyas et al. (2021) conducted a study and found a positive impact of TL on employee engagement. They further noted a positive impact of TL on employees' productivity. Similarly, Salem (2015) found a significant and negative influence of TL on employees' stress level. Also, there is a significant negative influence of TL on job burnout. While, (Cole et al., 2012) This can be stated that when TL has direct relationship with both engagement and burnout, and employee engagement also has a negative relationship with burnout; then it can be assumed that employee engagement is playing a mediating role between TL and job burnout.

With the help of leader member exchange theory, TL is helping and supportive, which creates an attachment of employees towards their organization. Therefore, the level of

engagement increases, while at the same time, the level of stress decreases. Hence, higher engaged employees are less victim of stress as well as burnout (Erdogan & Bauer, 2015; Gerstner & Day, 1997; Liden et al., 1997). In addition, according to conservation of resources theory, the fear of further loss works as a motivation; therefore, employees put their efforts to fulfil their duties; hence, their engagement level remains high, while stress level goes down. In this situation, owing to reducing stress and increasing engagement, the burnout also decreases (Halbesleben et al., 2009; Hobfoll, 2011). Therefore, based on this understanding, following hypothesis is developed.

H14: Employee engagement has significant mediation role between transformational leadership and job burnout in Palestinian ministries.

3.14. Mediation Role of Stress

In this section, the mediation role of job stress will be examined. The section will highlight the mediation of stress between TL and productivity. Similarly, it will also play an important role between TL and happiness at workplace, and burnout. Separately.

3.14.1. Between Transformational Leadership and Productivity

With reference to the traditional approach, traditional leadership increases the positive emotions and decreases the negative emotions as well as behaviours (Arif, 2021; Budur & Poturak, 2021; Colaco, 2018). In this case, the support and facilitation of TL has direct significant impact on employees' behaviours; therefore, their emotional attachment increases with their organization (DeSilva, 2021; Gaston, 2021). From another point of view, it is important to note here that one of the most common hindrances in the way of employees' positive emotions and behaviours is their level of stress, which restrict them to keep engaged with their job as well as their organization (Balwant et al., 2019; Milhem et al., 2019;

Ratnaningtyas et al., 2021). In case of removal of stress, employees' engagement and happiness will increase, which may lead to higher level productivity (Mozammel & Haan, 2016; Ratnaningtyas et al., 2021; Thisera & Sewwandi, 2018). These relations are also supported by existing theories. Leader member exchange theory says that leaders have tendency to build strong communication with followers; therefore, employees feel to be valued because they are being listened, especially, the lower rank employees become happier (Erdogan & Bauer, 2015). Therefore, direct close interaction on the basis of individualism can decrease their issues as well as stress level, which in turn lead to high level of employee productivity (Dose et al., 2019; Erdogan & Bauer, 2015; Liden et al., 1997). Therefore, following hypothesis is developed.

H15: Stress has significant mediation role between transformational leadership and employee productivity in Palestinian ministries.

3.14.2. *Between Transformational Leadership and Happiness at Workplace*

Unlike above relationship, transformational leadership increases the level of wellbeing among employees. Although happiness is not considered to be the way to success for many scholars, it is one of the strongest positive outcomes, which if increased, can lead to overall increased level of good performance (Arif, 2021; DeSilva, 2021; Masi & Cooke, 2000). Similarly, being the strongest and power tool against negative behaviours and emotions of employees, transformational leadership enhances the confidence of employees, and they start thinking that they are capable of achieving anything (Peters, 1997; Ratnaningtyas et al., 2021). These leaders remove the barriers of their negative thinking, stress, exhaustion, and burnout; therefore, they clearly think about their self-efficacy, knowledge sharing, organizational citizenship behaviour, engagement, and commitment (Diebig et al., 2017; Gill et al., 2006;

Kelloway et al., 2012). These positive moods are indirectly a way to high level productivity of employees. Conservation of resources theory suggests the reduction of stress owing to motivation provided by leaders over the fear and stress of failure. Therefore, lack of stress leads to regain the competence, ability, engagement, and productivity (Kloutsiniotis et al., 2022; Luturlean et al., 2019; Salem, 2015; Seltzer et al., 1989). Based on this understanding, it can be stated that transformational leadership can reduce the stress of employees, which restore the productivity level of employees. Therefore, following hypothesis is developed to empirically check this relationship.

H16: Stress has significant mediation role between transformational leadership and happiness at workplace in Palestinian ministries.

3.14.3. *Between Transformational Leadership and Job Burnout*

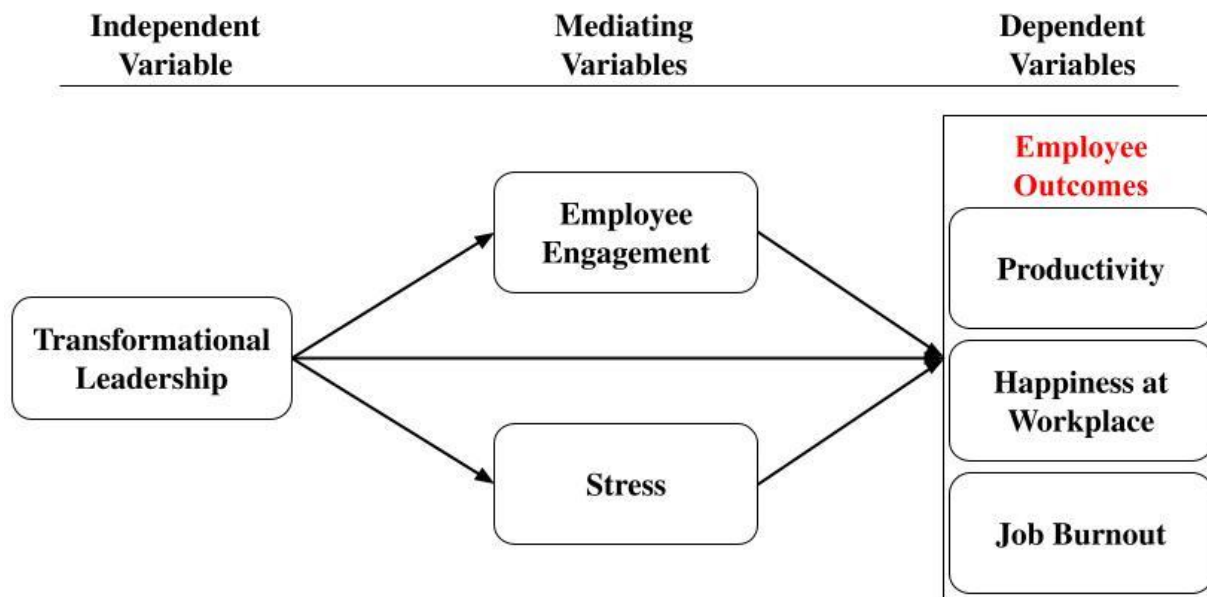
As previous sections have highlighted that stress is the strongest antecedent of job burnout. In other words, those employees who are in a continuous condition of stress, they are more likely to become the victim of job burnout, which ultimately leads to reduction of productivity and leaving the organization (Gill et al., 2006; Kloutsiniotis et al., 2022; Tafvelin et al., 2019). According to Dima et al. (2021), stress is created from various stressors like lack of clarity regarding their role, differences on the basis of assigned roles, overload, lack of justice, and harassment. These stressors increase stress level of employees. However, scholars believe that employees having high level of emotional intelligence are less likely to get stress as they are resilient as well as antifragile (Görgens-Ekermans & Brand, 2012; Kim & Kim, 2017). Conversely, lack of emotional intelligence is amongst the important opportunities for stress to prevail among weak employees; therefore, increasing the stress level also enhances the burnout victims (Seltzer et al., 1989; Tafvelin et al., 2019). On the other hand, a powerful

transformational leader helps and facilitates his employees to take them out of such negative behaviours, which decreases their stress level and the burnout as well (Gill et al., 2006; Kloutsiniotis et al., 2022; Salem, 2015; Tafvelin et al., 2019). Therefore, based on above mentioned discussion, it can be concluded that transformational leadership decreases the stress level of employees, and resultantly, burnout also decreases.

H17: Stress has significant mediation role between transformational leadership and job burnout in Palestinian ministries.

3.15. Conceptual Framework

Based on a thorough understanding, finding gap from previous studies, explaining the relationship between current study variables, and developed hypotheses, following research framework is designed. Figure 2 shows six variables, amongst which transformational leadership is the dependent variable, while employee engagement and stress are the mediating variables. Finally, there are three dependent variables including productivity, happiness at workplace and job burnout. This framework is representing both direct as well as indirect effects of transformational leadership on productivity, happiness at workplace and job burnout.

Figure 3. 1*Conceptual Framework*

Note. The figure was generated by Author.

3.16. Chapter Summary

For a better understanding of the relations between the concerned variable of this study, this chapter has highlighted the relational literature. As a whole, it can be concluded it like a story that transformational leadership has the important role in the modern organizations regarding increasing the positive emotions and behaviours, while decreasing the negative emotions as well as the behaviours of employees. Therefore, with the support, facilitation, motivation, inspiration, and guidance of transformational leadership, the attachment of employees towards their job and organization increases. It results in their increased engagement and decreased level of stress; therefore, the resultantly, employees' productivity and happiness at workplace increases, while the burnout decreases.

Chapter 4: Research Methodology

4.1. Introduction

This chapter has explained all the methods of this study. These methods are selected with logical explanation. Therefore, rational of each selection is provided along with rational of rejecting the alternative choices. This chapter particularly highlights the population and sampling methods of the study. Also, it explained the sampling design in detail along with rational of each choice. Importantly, it included the methods of data collection and measurements, which were used to collect data. Afterwards, chapter explains the proposed data analysis methods, followed by research ethics.

4.2. Overview of Qualitative and Quantitative Research Methods

Research methods are broadly divided into two types: qualitative and quantitative. Qualitative research primarily focuses on understanding complex phenomena through in-depth exploration of perceptions, behaviors, and experiences, and uses techniques like interviews, observations, and thematic analysis (Bryman, 2016). It is often used when the research aims to explore a new theory or delve into the meanings behind human behavior. Conversely, quantitative research involves the collection of numerical data and uses statistical methods to identify relationships between variables. It is suited for studies that aim to test hypotheses or existing theories, often relying on surveys, experiments, or secondary data (Creswell, 2014).

4.2.1. Justification for Quantitative Method

This study adopted a quantitative research method. The quantitative approach was chosen because it aligns with the objective of this study, which was to empirically test the relationship between transformational leadership, employee engagement, stress, productivity, happiness at the workplace, and job burnout. This method allowed the researcher to collect

numerical data from a large sample of 535 respondents and use statistical techniques to identify significant relationships between the study variables. Quantitative research is particularly appropriate when the goal is to test pre-existing theories, such as leader-member exchange and social exchange theories, and to measure the impact of leadership practices on employee outcomes (Saunders et al., 2019). This approach also provided the benefit of objectivity and generalizability, as the findings can be generalized to the population of lower and middle-rank employees in Palestinian ministries. In contrast, qualitative methods such as interviews would not have been as suitable due to the large sample size and the need for measurable outcomes, which this study sought to evaluate using structured surveys and statistical analysis.

4.3. Population

Bell (2022) defined population as the sum of subjects, objects or things with common features which are of researchers' interest. Quinlan et al. (2019) defined population as the sum of all those objects or events, about which researchers get information, while some other scholars believe that population is the pool of individuals or objects out of which a small portion is drawn as a sample (Joe F Hair et al., 2019). From these definitions, it can be concluded that population is the sum of individuals, groups, organizations, objects, events, or things, which have some common features or characteristics about which researchers are interested and get knowledge. The current study selected the lower rank and middle rank employees from all Palestinian ministries as the targeted population. This population was selected owing to certain reasons. Firstly, there is a gap of previous studies to target governmental ministries, especially in the context of Palestine. Secondly, mostly scholars have focused on private entities or organizations; however, the employees in government

institutions are more vulnerable and poor performers regarding engagement and productivity owing to perception of job security. Moreover, in chapter one, as problem statement has highlighted that from previous few years, Palestinian governmental organizations are in a continuous flux and mostly moving downward; therefore, there is a dire need to investigate how to enhance employee engagement, productivity in Palestinian ministries. Apart from above, the reason for choosing lower and middle rank employees is that these people are more related to the current study variables. As upper rank employees often do not work under leaders, rather they themselves work as the leaders; therefore, in accordance with the requirements of this study, lower and middle range employees were selected for this study.

4.4. Sampling Framework

In case of large population, researcher prefer to go for a small portion of the population, which may represent the entire population. This small portion is termed as a sample (Van Dalen et al., 2010; Wright, 2005). As targeted population consists upon all the lower and middle rank employees from Palestinian ministries; therefore, large population demands to go for a small sample. Currently there are twenty-two different government departments working under the government of Palestine (Palestine Cabinet, 2022). There was no exact record available regarding the number of employees or staff in these departments; therefore, probability sampling techniques were applicable in this study. Berndt (2020) asserted that researchers select probability sampling techniques in the absence of knowledge about the size of population. Therefore, the explanation regarding which amongst the probability techniques is more relevant and appropriate in accordance with the researcher's circumstances, is explained in the following sections.

4.4.1. Convenience Sampling Technique

In this technique, sample is selected based on the easiness and convenience of the researcher. In other words, Etikan, Musa, et al. (2016) noted that sample is selected from the population close to the hand, which means the convenience of the researcher is prime important in this regard. There is no other specific criteria in this technique. It is one of the most often used technique owing to its benefits of cost effective and less time consuming (Sedgwick, 2013a), which are two important factors for the current study researcher; therefore, this study chose convenience sampling technique. Although it is not truly representative of the entire population, its benefits like quickness, cost effective, quality information, and easy to use, are the prime factors due to which researchers not only prefer but also suggest the usage of this technique (Farrokhi & Mahmoudi-Hamidabad, 2012). Furthermore, Sedgwick (2013a) asserted that in case of large population, it is appropriate to choose convenience sampling method. Therefore, owing to the concern of current study researcher about time, cost, and easiness, this technique was used in this research.

4.4.2. Consecutive Sampling Technique

This technique works similar to convenience sampling technique with a little difference. In this technique, researcher selects an individual or a small group, study for a short period, examine the results, and then move towards the next individual or a small sample (Lin et al., 2013). This technique is useful when researcher has sufficient time to study the entire population (Thewes et al., 2018). As current study is related to the time constraint; therefore, this technique is not useful for this study.

4.4.3. Quota Sampling Technique

In this technique, sample participants are selected on a non-random basis, and there are not equal chances of being selected for every respondent (Moser, 1952). Acharya et al. (2013) asserted that the results from quota sampling are not reliable because the sample is selected on a non-random basis. Author further noted that researcher may choose the persons which are more helping in nature or accidentally met in the street; therefore, it produces unreliable results owing to possibility of researchers' biasness. This is the prime reason that this sampling technique is not suitable for current study owing to its non-random and biased approach.

4.4.4. Judgemental or Purposive

This technique is purely based on the knowledge and understanding of the researcher. Through this technique, researchers choose only those sample members whom they know (Etikan & Bala, 2017); therefore, it makes it controversial. Yadav et al. (2019) asserted that judgemental or purposive sampling technique is not a scientific method because the preconceived believes, trusts, and thoughts can influence the results. Owing to this high disadvantage, this technique is not suitable for this study.

4.4.5. Snowball Sampling

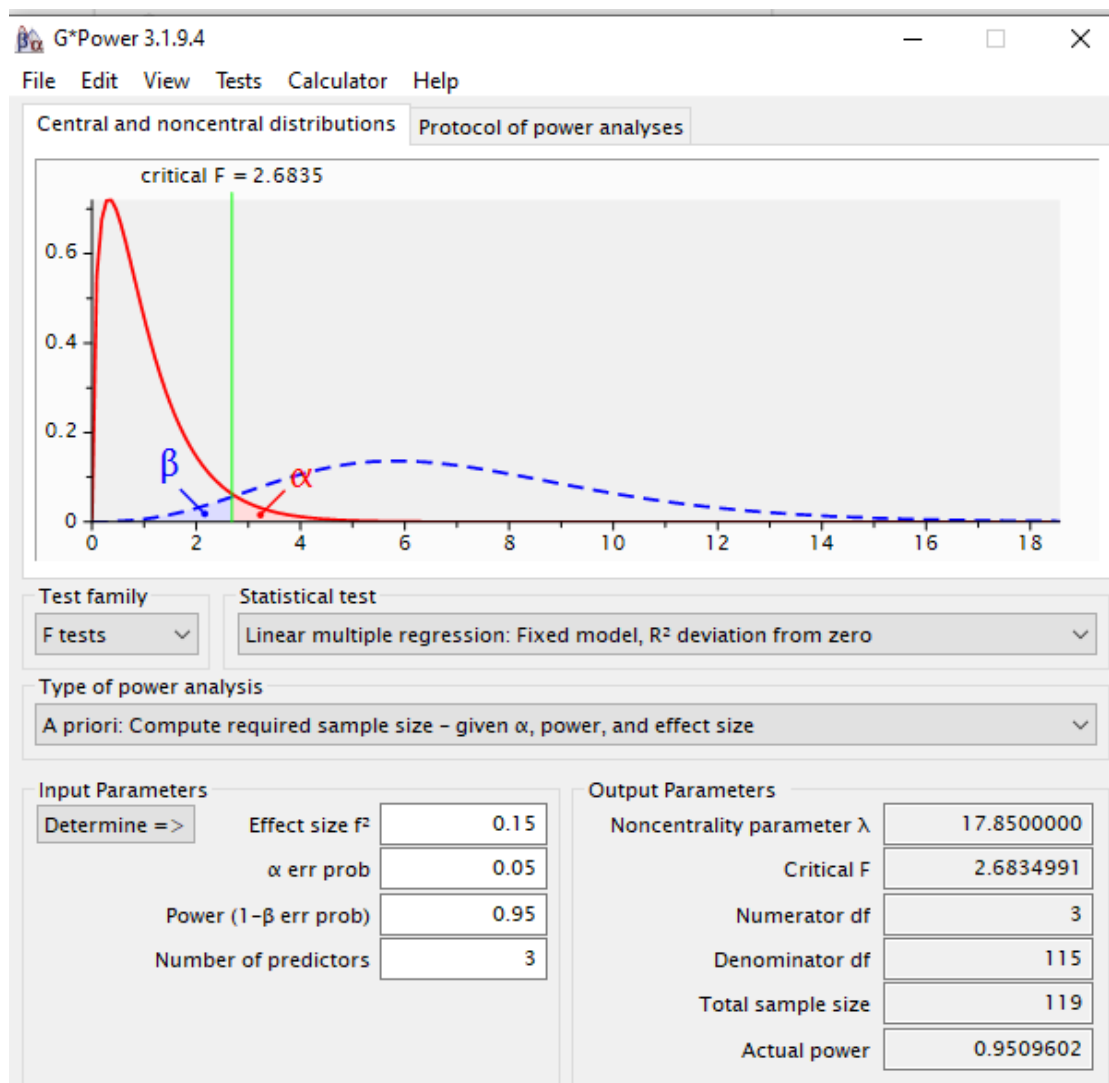
This technique is helpful when sample size is very small, and yet it is difficult to find respondents. In this technique works on referral program, where one person refers to the other person and this chain goes on (Sedgwick, 2013b). This is very time consuming as this process goes on until researcher finds a sufficient sample (Etikan, Alkassim, et al., 2016). As current study has large sample, not unlike the implication of this technique on small sample. Also, researcher has time constraint; therefore, snowball sampling technique is not suitable for current study.

4.5. Sample Size

At each stage of research process, researchers go with the standardized methods and processes in order to avoid biases, errors, and accuracy; therefore, sample size has significance.

Figure 4. 1

*Sample Size Calculation with G*Power Software*



Note. The figure was generated by author

Also, Whitley and Ball (2002) stated that if study is conducted on a small sample compared to what is required for it, it may not provide a true representation of the population. On the contrary, larger sample better represent the population. Therefore, in order to examine the minimum sample required to get correct and true representation, sample size has paramount significance (Morse, 2000). Current study has used G*Power software to calculate sample size (see figure 3). In the current study model, there are three predictors including one independent variable and the two mediators; therefore, through selecting 3 predictors, 5% probability of error, confidence interval 95%, and effect size 15%, a minimum required sample is 119. Although this sample is enough to get correct results; however, a sample closer to population more correctly represent the population. Based on this understanding, researcher picked a larger sample as compared to 119 members. The final sample size was 535 respondents.

4.6. Research Design (with Rationale)

This section has highlighted various choices regarding research methods and design. For this purpose, a research onion, developed by Saunders et al. (2007) is used (see figure 4). In this research onion, various layers are available, which comprised upon different options, and researchers choose those options in accordance with the requirements and appropriateness of their study. With reference to current study, following details are available for each choice separately.

4.6.1. Philosophies

Figure 4 shows that the first outer layer is about research philosophy, which is divided into four different kinds. Hair et al. (2007) stated that the way which is used to gather data regarding a phenomenon, its analysis, and usage is termed as research philosophy.

Amongst its four types, positivism philosophy proposes to see the social world from objective point of view (Weber, 2004). The analyst should disassociate himself from his personal values, norms and thinking in order to objectively getting results and without external influence. In other words, during research process, researcher detaches himself and does not make any interference; therefore, the personal views, believes and thinking of researcher do not affect the calculated results (Irshaidat, 2019). This philosophy was used in this study because current study evaluated the impact of transformational leadership on employee productivity, happiness at workplace and job burnout in the mediation effects of employee engagement and stress. This effect was evaluated without any interference in the results. Also, this philosophy is relevant to the current study because it is used to test the existing theory, rather than developing a new theory (Hovorka & Lee, 2010). As the current study is not aimed at developing a new theory, rather existing theories were tested; therefore, this philosophy is relevant. As objective approach is adopted in this philosophy; therefore, it can be replicated by the future researchers to confirm the and test it.

On the contrary, interpretivism philosophy which focuses on understanding the world along with social factors. It means here the researcher does not detach his opinions, believes and norms, rather use those social factors to deeply understand the phenomenon (Ryan, 2018). This theory is not appropriate for this study because it is used in the qualitative research. Also, it is used to develop new theories rather than testing the existing theories. The researcher explains the results according to his/her own understanding with social factors, rather than portraying it objectively (Alharahsheh & Pius, 2020). As current study is not aimed to develop new theory; therefore, this theory is not suitable here. Besides, results of interpretivism cannot be generalized and also cannot be repeated as every researcher has different understanding,

believes, and norms; therefore, results may vary. This is also another reason that this theory is not relevant.

The next theory is realism, which focuses on believing in what we observe with our five senses. The realists believe that the reality is only what we see with our senses, which is criticised by critical realists, who state that what we say may be wrong owing to the limitations of our senses. This theory is used in pure science; therefore, it is not relevant to the current study. Finally, pragmatism philosophy focuses on choosing both positivism and interpretivism philosophies in order to better understand the situation. It focuses on the question, and it is used when questions are not clear then both philosophies are used. As the objectives of current study are clear; therefore, this philosophy is not appropriate to use here.

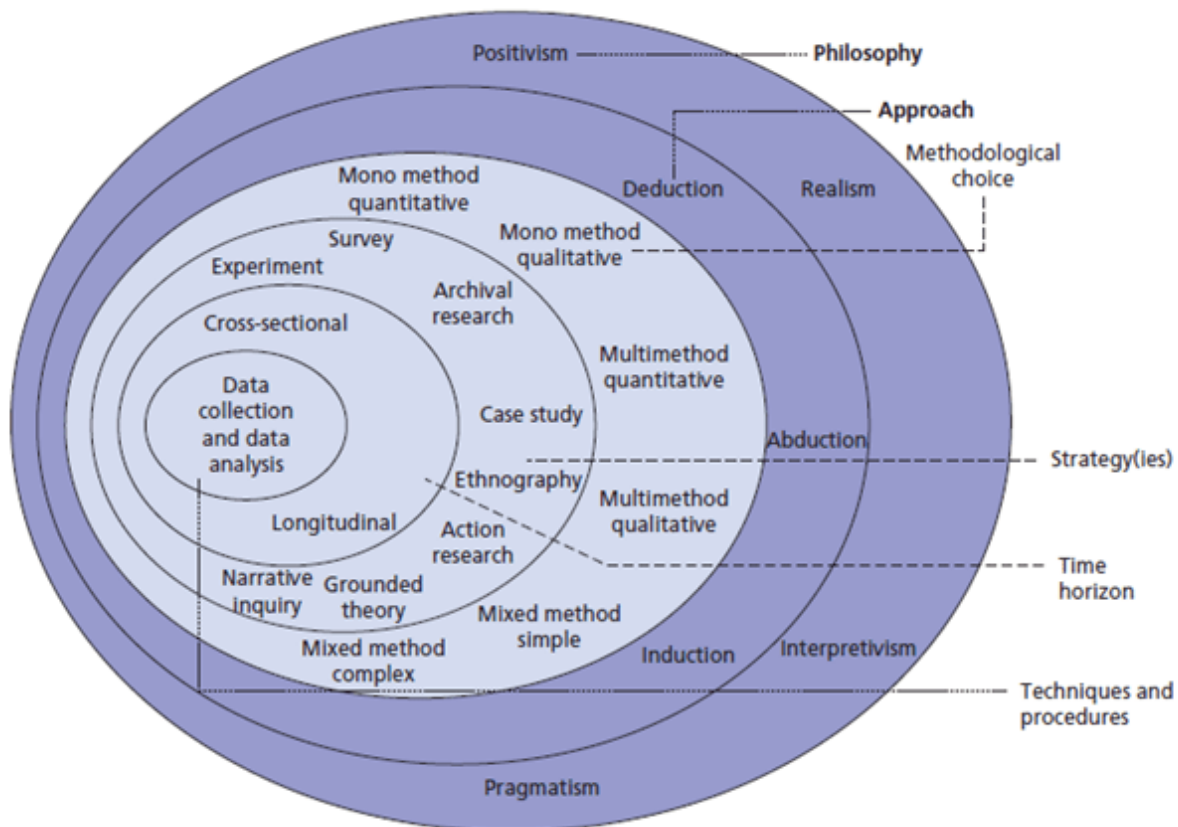
4.6.2. Approaches

According to figure 4, there are three different research approaches, which are elaborated below in detail. First of all, abduction approach focusing on making decisions and conclusions on the basis of known knowledge. Also, it starts from the observation and based on the observation, conclusions are formed (Dubois & Gadde, 2002). This approach is not suitable for this study because current study was not wholly be based on current knowledge, rather it tested the existing knowledge and then conclusions were made. Secondly, deductive approach is used to test the existing theories. This approach is helpful in quantitative studies, and it starts with identifying problem, followed by developing hypotheses, collection of data, analysing it (Reyes, 2004). Also, this approach is used for causal relations (Hölldobler & Schneeberger, 1990). This approach was selected for this study because current study is based on quantitative data and exiting theories were tested. Also, current study is aimed to analyse the causal relations; therefore, this approach is suitable here. Finally, the inductive approach is

used in the qualitative study; therefore, it is not useful and suitable for this study. Also, inductive approach utilizes the qualitative methods of collecting the data like observation and interviews (Thomas, 2003); however, current study was based on collection of data through structured questionnaire. Moreover, it is used to develop the new theory (Jebreen, 2012); however current study tested the existing theories. Based on these differences, inductive approach is not suitable for this study.

Figure 4. 2

Research Onion



Note. The figure was adopted from Dudovskiy (2022).

4.6.3. Choices

Figure 4 shows that there are six different types of methodological choices, which are subdivided into three choices by Saunders et al. (2007), including mono method, multiple method, and mixed method. Mono method explains the usage of one method, which can be qualitative or quantitative. While multiple method is used to explain the usage of more than one method, and mixed method proposes the usage of both qualitative and quantitative method. As researcher has already explained that this study selected one method, which is quantitative as Zikmund et al. (2013) proposed the usage of quantitative choice along with positivism philosophy and deductive approach.

4.6.4. Strategies

The fourth layer of research onion highlights the different strategies, which are briefly explained below along with reason of inappropriateness of all, except one. First of all, experiment is not suitable for the current study because it is majorly used in pure sciences. Although it can be used in social sciences, it typically requires two groups including control and experimental group (Bell, 2022). In this strategy, changes are observed over the period (Bell, 2022); however, current study is not based on any experimental or control group, and also does not aim to investigate the changes over time. Therefore, experiment is not related to this study. The survey strategy was used in this study because it is used to collect data through questionnaire, and this strategy is helpful in collecting a large data, while survey is suitable for quantitative study as well (Hair et al., 2007). Next strategy is also not suitable for current study because it is based on collection of data from online archives, internet and documents; however, current study is based on collection of data from employees through field survey.

Similarly, case study is not relevant to the current study owing to its undefined limits as defined by Saunders et al. (2007). Besides, ethnography is not suitable because it is connected with inductive approach, which is qualitative; therefore, it is not relevant to the current study (Joe F Hair et al., 2019). In addition, action research is not suitable for current study because it is based in one organization, where practical settings are utilized to find the problem and then the respective solution (Quinlan et al., 2019). Moreover, grounded theory is not relevant here because it is mostly based on inductive approach; however, mixed also works (Saunders et al., 2007), but the current study is based on quantitative method only; therefore, this theory is not suitable. Finally, narrative research is also not suitable because it is based on live experiences, which are recorded and then analysed on the bases of interviews, which is qualitative (Zikmund et al., 2013).

4.6.5. *Time Horizon*

The fifth layer of research onion is time horizon, which is divided into two kinds including cross sectional and longitudinal. Current study adopted the cross-sectional time horizon because it focuses on one time data collection (Sedgwick, 2014). On the other hand, longitudinal time horizon is not suitable because it collects data multiple times and observe the changes over time (Khoo et al., 2006).

4.6.6. *Techniques and Procedures*

In techniques, researcher discussed the methods of data collection and data analysis. As these both parts are large and need thorough explanation; therefore, these parts are explained in the later sections in this chapter.

4.7. Instrument

This study used the previously developed scales and questions in the current study questionnaire. Researcher used structured questionnaire for this study. Joffe (1992) noted that structured questionnaire preferable in quantitative study because it supports the positivism philosophy, and researcher may avoid any kind of interference in it. Therefore, based on two major portions, structured questionnaire was employed for this study. In the first portion, information about demographic characteristics of participants was asked. This information may be related to their gender, age, education, and experience. In accordance with the ethical rules, mentioned below, researcher did not ask private or personal information about participants. The second portion of questionnaire was comprised upon questions related to the main variables of this study, which include transformational leadership, employee engagement, job stress, employee productivity, happiness at workplace, and job burnout. In this regard, following sections have explained the adopted scales from previous scholars.

4.7.1. *Transformational Leadership*

Firstly, this study used a 4 items scale developed McColl-Kennedy and Anderson (2002), which covers the four dimensions of TL including idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. Specifically, respondents were asked whether the leaders of participants use the intelligence of employees or not. Also, they were asked regarding their agreement or disagreement about the role of TL regarding enhancing the enthusiasm of participants. Moreover, the role of leadership regarding conveying a clear vision, set standards and mission was asked, and finally, they were asked about the how much leaders give them individual attention. These questions were measured on a 5 points Likert scale, which ranged from 1=strongly disagree to 5=strongly agree. One of the

sample items of this scale states, “our leadership gives personal attention to each employee.”

McColl-Kennedy and Anderson (2002) calculated the reliability of this scale to be 0.89, which is also confirmed by many other scholars; therefore, this scale is appropriate to measure transformational leadership.

4.7.2. *Employee Engagement*

In order to measure employee engagement, a short scale comprised upon 5 items was used. This scale is developed by Schaufeli et al. (2006). In this scale, with the help of first question, researcher inquired whether the tasks assigned to respondents are meaningful and purposeful for them. Second question inquired how much employees feel energetic and strong during their work. Third question identified the level of inspiration among employees owing to their work, while fourth question inquired their level of attachment with the job. Finally, fifth question inquired the level of employees’ satisfaction and proud over their job. One of the sample items states, “It is difficult to detach myself from my job.” These questions were measured on a 5 points Likert scale ranging from 1=strongly disagree to 5=strongly agree. The reliability of this scale is 0.91 as proposed by Schaufeli et al. (2006); therefore, this scale is suitable for current study to measure employee engagement.

4.7.3. *Stress*

Stress level of employees was measured through a 4 items scale developed by Motowidlo et al. (1986). With the help of these four items, researcher inquired the severity of stress and the causes of stress. First question inquired how much job is stressful for employees in accordance with their opinion. Second question identified whether employees are feeling stressful owing to their job or not. Third question identified their workload and whether overload push them towards stress. Finally, fourth question asked about the reasons behind

delays during their work. One of the sample items states, “my work is interrupted by delays caused by other persons or departments.” These items measured on a 5 points Likert scale where 5=strongly agree, while 1=strongly disagree. The reliability of this scale is 0.85 calculated by Motowidlo et al. (1986); therefore, this scale is appropriate to measure the stress level of employees.

4.7.4. *Productivity*

An important scale based on 4 items was adopted for measuring employee productivity. This scale is developed by Chen and Tjosvold (2008). In this scale, respondents were asked about how quickly and efficiently they complete their tasks. Secondly, they were asked about their set standards to know whether they set standards high or low. Also, respondents were asked about their accomplishments regarding the set standards. And finally, participants were asked about their individual performance as compared to their team set standards. These items were measured on a 5 points Likert scale, ranging from 1=strongly disagree to 5=strongly agree. One of the sample item states, “I set a high standard of task accomplishment.” Chen and Tjosvold (2008) found its reliability to be 0.86, which is quite good to go for this scale. Also, similar and close reliability is confirmed by previous scholars; therefore, this scale is appropriate for this study to cover employee productivity from four different dimensions.

4.7.5. *Happiness at Workplace*

In order to measure happiness at workplace, a 5 items scale was adopted. This scale was developed by Bhattacharjee and Bhattacharjee (2010). In this scale, each item represents a different dimension of the level of happiness of employees. Firstly, respondents were asked about their satisfaction level regarding their salary or wages. Secondly, it was investigated

whether they receive other incentives, and how much they are satisfied with the incentives other than salary. Thirdly, questionnaire inquired whether respondents are admired over their job in the organization. The fourth question inquired the promise fulfilment of leader regarding providing facilities to employees, and finally, respondents' participation in the decision making were identified. These items were measured with the help of 5 points Likert scale, where '1' would mean strongly disagree, while '5' is meant by strongly agree. One of the sample item states, "the society admires me because of my profession." This scale has also a good reliability of 0.88, proposed by the author and confirmed by the previous scholars. Therefore, the scale is authentic and reliable for this study.

4.7.6. *Job Burnout*

To measure job burnout, a 5 items scale was adopted, which is developed by Malach-Pines (2005). This scale highlighted 5 different conditions of respondents, which were helpful to identify the level of burnout among respondents. Firstly, respondents were asked about their level of tiredness. Then they were asked about whether they are disappointed from people, and the level of disappoint inquired. Thirdly, their level of hopelessness was checked, followed by inquiring about their depression level. Finally, fifth question was asked about their confidence, whether they are hopeful about their success or considering themselves to be worthless like a failure. These items were measured on a 5 points Likert scale, ranging from 1=never to 5=always. The reliability of this scale was 0.88, which is good enough; therefore, this scale is appropriate for the current study. Table 1 shows the summary of all scales.

Table 4. 1*Summary of Measures*

Variables	Items	Sources
Transformational leadership	4	(McColl-Kennedy & Anderson, 2002)
Employee engagement	5	(Schaufeli et al., 2006)
Stress	4	(Motowidlo et al., 1986)
Productivity	4	(Chen & Tjosvold, 2008)
Happiness at workplace	5	(Bhattacharjee & Bhattacharjee, 2010)
Job burnout	5	(Malach-Pines, 2005)

Note. The table was generated by the Author.

4.8. Pilot Study

Before conducting the full-scale data collection, a pilot study was conducted to test the reliability and validity of the data collection tool (the structured questionnaire) and to ensure that the questions were clear, understandable, and capable of capturing the intended data from respondents. The pilot study was carried out with a small sample of 30 respondents from similar government departments, selected from lower and middle-rank employees, who did not participate in the main study. These respondents were given the questionnaire, and their responses were analyzed for clarity, consistency, and reliability. The purpose of the pilot study was to identify any potential issues with the wording or structure of the questions in addition to test the reliability of the scales being used for each construct (e.g., transformational leadership, employee engagement, etc.). Also, the pilot study was conducted to ensure that the response options on the Likert scale were appropriate for the study and to estimate the time required for respondents to complete the questionnaire. After collecting the pilot data, a preliminary analysis was conducted using Cronbach's alpha to check the internal consistency

of the scales. The results in table 4.2 showed acceptable reliability for each of the constructs, with all scales having a Cronbach's alpha above 0.7, indicating good reliability. Based on the feedback from the pilot study, no revisions were necessary. The pilot study confirmed that the data collection tool was suitable for the main study, ensuring that the questionnaire was both valid and reliable for measuring the variables in question.

Table 4. 2

Reliability Results (Pilot Study)

Variable Name	Cronbach's Alpha	CR
Transformational Leadership	0.779	0.863
Employee Engagement	0.878	0.921
Job Stress	0.875	0.933
Employee Productivity	0.801	0.882
Happiness at Workplace	0.861	0.887
Job Burnout	0.893	0.933

Note. The table was generated by the Author.

4.9. Data Collection

One of the important sections of this chapter is the explanation of data collection methods. As it is above mentioned, data were collected through structured questionnaire, which was designed based on the adopted scales from previous scholars. For quantitative studies, scholars have highlighted two ways of collecting data including online and traditional method (Khan et al., 2019; Lowry et al., 2016). Both methods have certain advantages and disadvantages. First of all, online survey is considered to be the fastest way to get high volume of data (Lefever et al., 2007). From previous few years, internet has skyrocketed with its easy and less costly access to a large number of people; therefore, scholars believe that online data collection method is beneficial in terms of time and cost (Vaske, 2011; Wright, 2005). Also,

another advantage of online survey is the convenience for respondents because they can respond in accordance with their own availability. On the other hand, there are many disadvantages too, which reduce the importance of online survey (Rice et al., 2017).

Firstly, even in today's age, not everyone has internet access; therefore, reaching to the targeted population may be difficult. One of the most prominent disadvantages of online survey is less engagement and biased responses, which means respondents may not remain fully engaged for a longer time (Nayak & Narayan, 2019); therefore, in order to fill the questions, they filled without even reading the questions. Therefore, most probably it results in biased responses, and despite investing time and money, wrong and biased data would be received, which were not be useful for the study (Kılınç & Fırat, 2017). In addition, if no identification proof is used, it is difficult to know whether the respondents are the actual one which are required by the study. Also, response rate is often low as in the absence of researchers, respondents may not be interested to fill the questionnaire; therefore, repeated requests to fill the questionnaire can be annoying for participants, which results in less attentive responses (Kılınç & Fırat, 2017; Lefever et al., 2007; Nayak & Narayan, 2019).

On the other hand, although traditional way or field survey is expensive or time consuming; however, it ensures the quality of data; therefore, researchers prefer to go for traditional way. Vaske (2011) noted that online survey often results in biased and fake responses; therefore, field survey is preferable. Based on above highlighted positive and negative sides of both methods, current study chose to go for traditional way or field survey. For collection of data, it is important to first take appointment from each office and department. Therefore, researcher took appointment by contacting the management through their emails and websites. On the received date and time, each office, department, and

institution were visited one by one, and responses were collected on a hard form structured questionnaire. Before distributing the questionnaire, researcher announced the research ethics, especially regarding their willingness of participation without any benefit or bribery. After collection of responses, researcher analysed those responses and see whether the collected responses are rightly and correctly filled or not. Responses with missing answers or pattern were removed from final sample.

4.10. Data Analysis

After collection of data, researchers use different statistical tools to make it meaningful information (Quinlan et al., 2019). In this study, researcher used three different statistical software including MS Excel, SPSS, and AMOS. Following is the detail of every test and the reason of choosing that test for this study.

4.10.1. Data Cleaning

The first thing to do after collection of data is entering the data in MS Excel and cleaning to make it useful for further tests. While entering the data, researcher evaluated whether respondents have answered all the questions. In case of any unanswered questionnaire, researcher did not include it in the final sample. Similarly, sometimes respondents do not answer with full attention, rather just fill the answers, which often show a pattern in their responses; therefore, such responses are also not helpful in this study; hence, they were removed. This file was imported to SPSS software to make it more useful and accurate. After coding the entered data, researcher used frequency distribution of entire data to see whether the imported data is complete from all aspects. In case of missing values or outliers (out of defined range), those values were corrected from referring to the original hard form responses. This file was used for further analysis.

4.10.2. Normality Test

For advance analysis, it is important to have normal data; therefore, normality was analysed through SPSS software by running descriptive statistics. In this test, particularly, skewness values were analysed, which should be in the range of -1 and +1. After proving the normality of data, further tests were suitable.

4.10.3. Demographic Analysis

The demographic profile was analysed through frequency distribution, where tables were generated to show the frequency and percentage of each category of demographic information (Dicle & Dicle, 2018). For instance, in case of gender, frequency distribution shows how many respondents are males and females, separately, along with their percentages of the total sample.

4.10.4. Reliability and Validity

This test shows the internal consistency of scale, and most often evaluated with the help of Cronbach's alpha and composite reliability (Peterson & Kim, 2013; Raykov, 1998). Although some scholars believe that composite reliability is more accurate, while Cronbach's alpha may not represent a true picture of reliability, yet majority of the scholars have relied upon this test and use it frequently in their studies. However, in this study, researcher analysed the reliability through both of these tests. Furthermore, two kinds of validity were analysed including convergent and discriminant. Carlson and Herdman (2012) noted that convergent validity can be referred as to what extent the variables which should be related are in fact related. In other words, the items under a variable should have internal correlation with each other. It is measured with the help of average variance extracted (AVE), which should be higher than 0.5.

The second type, discriminant validity, shows to what extent the variables, which should not be correlated, are in fact not related (Zaiř & Berteu, 2011). In other words, the items under one variable should have higher correlation with each other as compared to their relationship with the items of another variable. If items have higher relation with the items of other variables, it means they are not two different variables, rather should be merged into a single construct. In order to measure discriminant validity, Fornell-Larcker criterion was applied, where the square root of AVE should be greater than the correlation of that variable (Fornell & Larcker, 1981).

4.10.5. Descriptive Statistics

Peacock (2019) asserted that descriptive statistics are important to reveal a summarized picture of the results of variables. In this test, the values of minimum and maximum show the range of responses, while mean values show the average responses. Here standard deviation shows the deviation of responses from the mean values (Elliott & Woodward, 2007). As the current study utilized 5 points Likert scale, ranging from 1=strongly disagree to 5=strongly agree. Here the value 3 shows the neutral response; therefore, higher than 3 mean values highlighted that majority of the respondents are agreed with the statements, while lower than mean value 3 indicated the disagreement of respondents with the statements. In this way, a summarized picture can be examined to know the direction of relationships between variables.

4.10.6. Correlation Coefficient and Multicollinearity

Asuero et al. (2006) and Benesty et al. (2009) stated that the strength of relationship between two variables can be analysed with the help of correlation coefficients. In this test, the significance of relationship is important, which was identified through p-value – also termed probability of error. In other words, researchers believe that relationships should be presented

with at least 95% confidence interval; therefore, the remaining 5% is termed as probability of error. Hence, correlation between two variables is acceptable, when the p-value is less than 0.05. This test also shows the direction of relationship between variables. positive symbol indicates that both variables move in the same direction, which means either both variables increase, or both decrease. While negative symbol shows the inverse relationship when upon increasing one variable, the other variable decreases. This test was used to show the strength of relationships and the direction of relationships in addition to identifying multicollinearity. Alin (2010) noted that multicollinearity shows the high-level correlation between two variables in such a way that one predictor may be represented by the other predictor, and it is calculated with the help of variance inflation factor (VIF), where values in the range of 1 to 5 are acceptable. In other words, high correlation denotes that those both variables are not separate, rather represent the same thing. Therefore, this error should also be removed before moving towards the other tests.

4.10.7. Analysing Common Method Bias

Common method bias shows the false variance, often appeared owing to measurement method, rather than scales or constructs' measurement (Chin et al., 2012). In order to identify it, Hermon's single method bias is preferred by most of the scholars. For this method, SPSS software was used, and principles factor analysis was performed, where variance explained table is relevant to this test. Through fixed factors and eigen value, it is evaluated whether the variance explained by one factor is lower than 50% or not. If it is 50% or higher, there is a common method bias, and vice versa. Siemsen et al. (2010) asserted that this error should be removed to avoid errors in the entire collected data.

4.10.8. Structural Equation Modelling Technique

Before moving towards the structural equation modelling technique, confirmatory factor analysis was performed, which is used to show the model fitness, confirm the identified factors, and highlight the factor loadings (Brown & Moore, 2012). This test was performed in AMOS software. The factor loadings identified in this tests can be used to measure the validity and reliability of scales, and those items having lower than 0.5 factor loading, were removed (Harrington, 2009). After this, structural equation modelling (SEM) technique is used to compute the impact of predictors over outcome variables, particularly in complex models (Ullman & Bentler, 2012). In this way, there is a difference between regression and SEM that regression is used for simple models, while SEM is used for complex models. In this study, SEM is preferred owing to complex model.

4.11. Ethics

General rules, morals and codes to follow during research study are termed as research ethics (Oliver, 2010). Rhodes (2010) stated that these are the norms and values which are to keep in mind while doing research. Similarly, Barrow et al. (2021) have termed them to be the ethical guidelines which provide rules and regulations regarding how researchers conduct their studies and what moral values would be considered. Zimmer (2018) asserted that every researcher should follow certain ethical considerations to highlight how ethically he/she conducted the study. This is not only the case with ethicality of the study, but also the credibility and importance of research that may be increased (Glasius et al., 2018). Armond et al. (2021) noted that research ethics ensure the integrity of the study, a mutual respect, a true view of research, and a morality based validated evidence, which significantly contribute to the existing literature. Based on these definitions, it is obvious that the rules and regulations

defined by previous scholars, institutions and organizations are worth mentioning here in order to reveal the credibility and validity of the current study on ethical grounds.

In this scenario, the 10 important and useful ethical considerations proposed by Bell (2022) have significant importance here. These rules and regulations are general for each research study. First rule says that there should be no compulsion regarding the participation of respondents. They should be allowed to willingly participate and freely fill the questionnaire. Researcher cannot force anyone to fill the questionnaire. In this matter, it is important to mention here that researcher cannot use any financial reward against filling the responses; therefore, it is also considered a kind of bribery to get responses (Rhodes, 2010; Zimmer, 2018). In the current study, researcher ensured the willingness of respondents regarding their participation, and they were not given any financial benefit to participate as it can affect the principle of positivism philosophy. The second rule says that respondents should be protected from any kind of emotional, mental or physical harm; therefore, researcher complied with this rule as well (Armond et al., 2021; Barrow et al., 2021). According to the third rule proposed by Bell (2022), the language of the researcher should be ethical and in accordance with the norms and values of the current location. In any way, researcher avoided any kind of remarks, language or rhetoric which may spread discrimination against any individual or group of people. Fischer IV (2006) asserted that during research process, no derogatory remarks should be passed. Also, author noted that any discrimination based on race, colour, religion, caste, or any other basis should be avoided during research process.

The next significant ethical rule is to ensure the privacy of participants' information. If researcher does not ensure it, participants may not comfortably participate in the research. For instance, if researcher is identifying the abusive supervision and employees are afraid of

leaking their information and responses along with their information, they do not easily participate in order to secure their job and to avoid further punishment by management of the organization (Fujii, 2012). Therefore, researcher ensured to keep the privacy of every respondent both their responses and their personal information. For this purpose, researcher may use the password protected drive to keep data in computer. Also, respondents were ensured that their data will not be shared with anyone, and it will only be utilized for research purposes. The fifth rule says that previous scholars should be acknowledged regarding their work, which means they should be properly referenced (Bell, 2022). In this study, researcher ensured to place references for each work of previous scholars, he/she may use to complete this study.

According to the sixth rule, researcher ensured to go for objective approach, rather than subjective approach. It ensured to avoid any kind of favouritism and selection of respondents which may unethically benefit him/her in the current study. In line with the seventh rule, researcher ensured to abide by the data protection acts and laws available in Palestine. With respect to interpreting the results, researcher ensured a complete honest and transparent approach. And finally, researcher did not provide any misleading or wrong information. These research considerations are highlighted to show the ethical grounds of this study, and researcher complied each and every rule of mentioned above.

4.12. Chapter Summary

The targeted population involved all low and middle rank employees from Palestinian ministries. The minimum sample size required for this study is 119, which is calculated through G*Power software. Convenience sampling technique was used for sample selection. While positivism philosophy with deductive approach and quantitative methods were applied.

Also, survey strategy with cross sectional time horizon was selected. Data were collected through field survey. The demographic profile was analysed through frequency distribution. Rest of the test involved reliability and validity, correlation, and descriptive statistics. Mainly, relationships were tested through structural equation modelling technique. All the ethical considerations were followed including privacy of information, willingness of participants to participate, protection of respondents from any mental or physical harm, and avoiding any kind of discrimination.

Chapter 5: Quantitative Findings

5.1. Chapter Introduction

This chapter explains the results and findings of this study. First, it begins by elaborating on the preliminary evaluation techniques which were used to detect missing values and outliers, data normality, and common method bias. Then this chapter examines the demographic profile through frequency distribution, followed by the operationalisation of the constructs. This chapter then provides descriptive statistics, including the mean and standard deviation, followed by factor analysis, including factor loadings, multicollinearity, reliability, and validity. This chapter also thoroughly explains the structural model assessment in five steps. Further, this chapter describes the total indirect effects and total effects, in addition to path coefficients and specific indirect effects. Finally, this chapter provides a summary of the hypothesised results, followed by a summary of the chapter.

5.2. Preliminary Evaluation

Preliminary evaluation of the primary data gathered via questionnaires is crucial to ensure that the analysis and conclusions drawn from the data are accurate and reliable (Bell et al., 2022). This preliminary evaluation aids in identifying potential issues such as missing values, outliers, and common method bias, which could distort the results or mislead conclusions. This is the first step in ensuring that the data are suitable for further analysis (Kwak & Kim, 2017). Without preliminary evaluations, research may be marred by methodological problems that are only identified after significant time and resources have been spent on subsequent analyses. It also serves as a foundation for the validation of the research model, as assumptions made during statistical analyses, including the absence of multicollinearity and the presence of normality, can be verified during this stage (Alasadi &

Bhaya, 2017). The following is a detailed elaboration of the preliminary evaluation and application of the various methods.

5.2.1. *Missing Values and Outliers*

Missing values and outliers in the primary data can seriously jeopardise the accuracy and reliability of the statistical analysis. Missing data may lead to biased or inconsistent estimates, whereas outliers may distort the true underlying relationships between the variables (Jakobsen et al., 2017). If these issues are not addressed, the results of this study may be misleading or invalid. To handle missing values, researchers can use methods such as mean substitution, multiple imputation, or full information maximum likelihood, depending on the nature and extent of the missing values. Outliers, on the other hand, can be dealt with by methods such as truncation, transformation, or robust statistical methods, based on data and research questions (Leys et al., 2018). However, firstly, it is important to first have missing values and outliers. Therefore, the detection of such values is the first step.

In this study, the researcher used a frequency distribution to detect missing values and outliers. In this test, the researcher selected all variables, including demographics and other constructs, while performing the frequency distribution ([see Appendix B](#)). Referring to the table provided in Appendix B, there is a row showing missing values in the data of each item or variable. In addition, this table provides the minimum and maximum values, which are helpful for detecting outliers. For instance, the variables are measured on a 7-point Likert scale, where the minimum value is 1 and the maximum value is 7. Any value outside this minimum or maximum value is considered an outlier. The test results show that there are no missing values or outliers in the data; therefore, further analyses can be performed.

5.2.2. Data Normality

The normality of data in survey-based studies, especially when using advanced statistical techniques such as structural equation modelling (SEM), is a fundamental assumption (Hair Jr et al., 2021b; Maydeu-Olivares, 2017). Normality ensures that the parameters are estimated accurately and reliably, and tests of the hypotheses yield valid results (Schreiber, 2017). Skewness and kurtosis are two data normality measures. Skewness assesses the symmetry of the probability distribution of a real-valued random variable with respect to its mean (Cain et al., 2017). A skewness of zero suggests a perfectly symmetrical distribution, whereas positive or negative values indicate a distribution that is skewed in the respective direction (Demir, 2022). Kurtosis, on the other hand, measures the "tailedness" of the probability distribution. A high kurtosis value may suggest the presence of outliers, whereas a low kurtosis value indicates a lack of outliers (Orcan, 2020). For a normal distribution, the skewness should be between ± 3 , and the kurtosis value should be between ± 10 (Brown, 2015). In table 5.3, the skewness and kurtosis values. These values were within the defined ranges; therefore, it is preferable to say that the collected data were normal. Hence, parametric tests can be further applied.

5.2.3. Common Method Bias

The third important factor in preliminary evaluation is identifying common method bias (CMB), which is crucial in survey-based research as it can inflate or deflate the estimated relationships between constructs, leading to spurious or suppressed relationships (Fuller et al., 2016). If left unidentified and uncontrolled, this could significantly impair the interpretations and conclusions drawn from the data.

Table 5. 1*Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.834	36.423	36.423	9.834	36.423	36.423
2	4.966	18.393	54.816			
3	3.375	12.501	67.317			
4	1.122	4.156	71.473			
5	.859	3.180	74.653			
6	.711	2.634	77.287			
7	.621	2.300	79.587			
8	.585	2.168	81.755			
9	.499	1.850	83.605			
10	.486	1.799	85.404			
11	.448	1.660	87.064			
12	.438	1.624	88.688			
13	.381	1.413	90.100			
14	.367	1.358	91.458			
15	.351	1.300	92.758			
16	.306	1.135	93.893			
17	.295	1.093	94.986			
18	.284	1.051	96.037			
19	.267	.990	97.026			
20	.235	.869	97.896			
21	.209	.775	98.671			
22	.187	.693	99.364			
23	.172	.636	100.000			
24	1.956E-16	7.243E-16	100.000			
25	5.572E-17	2.064E-16	100.000			
26	2.532E-17	9.379E-17	100.000			
27	-2.432E-16	-9.008E-16	100.000			

Note. The table was generated by the Author.

Harman's one-factor model is a traditional technique for assessing CMB. If a single factor emerges from a factor analysis or if one general factor accounts for the majority of the covariance among the variables, CMB is likely to be present (Aguirre-Urreta & Hu, 2019). As a rule of thumb, if one factor accounts for 50% or more covariance among variables, CMB is considered that CMB is present (Aguirre-Urreta & Hu, 2019). For this purpose, the researcher has used SPSS software and calculated the total variance explained by fixing a number of factors to one and using the principle components method. Table 5.1 shows the results of the total variance. One factor shows 3 maximum covariance of 36.423% among the variables, which is less than 50%. Hence, it can be concluded that CMB were absent.

5.3. Demographic Profile

Demographic characteristics are critical in survey-based studies, as they enable researchers to examine and control for variability that arises due to differences in these characteristics. Factors such as gender, age, educational level, and experience can influence individuals' responses and perspectives, thereby affecting the outcomes of a study (McKenzie & Brennan, 2019). Frequency distributions of demographic characteristics help to understand the composition of the sample, ensuring that it is representative of the population under study. They also allow for the potential identification of biases or oversampling of certain demographic groups that could affect the study results (Zikmund et al., 2013). Specifically, this study used demographic characteristics to provide an understanding of the composition of the sample to ensure that the included sample is the true representative of the population. With the help of frequency distribution, table 5.2 shows the results regarding gender, age, education level, and experience of participants.

Table 5. 2*Demographic Characteristics*

		Frequency	Percent
Gender	Male	345	64.5
	Female	190	35.5
	Total	535	100.0
Age	25 Years or Less	14	2.6
	26-35 Years	158	29.5
	36-45 Years	263	49.2
	46-55 Years	80	15.0
	56 Years or Above	20	3.7
	Total	535	100.0
Education Level	Diploma	50	9.3
	Intermediate	37	6.9
	Graduation	223	41.7
	Masters	211	39.4
	PhD or Above	14	2.6
	Total	535	100.0
Experience	Less than 1 year	87	16.3
	1-5 Years	215	40.2
	6-10 Years	170	31.8
	Above 10 Years	63	11.8
	Total	535	100.0

Note. The table was generated by the Author.

According to Table 5.2, there were a total of 535 participants in this study, of which 345 (64.5%) were males, while 190 (35.5%) were females. Therefore, the majority of respondents in this study were men. It may also indicate that the majority of employees working in Palestinian Ministries are male. The table further shows the frequency distribution of age, which is divided among various ranges, along with the frequency and percentage of

respondents who fall within those ranges. Fourteen (2.6%) respondents were aged less than or equal to 25 years. A total of 158 (29.5%) respondents were between 26-35 years, while 263 (49.2%) were between 36-45 years. 80 (15%) respondents fall in the age range of 46-55 years, while only 20 (3.7%) participants are equal to or over 56 years of age. Hence, the majority of the participants fell in the age range of 36-45 years, while more than 80% of respondents had an age lower than 46 years. This shows that employees working in Palestinian Ministries were mostly young.

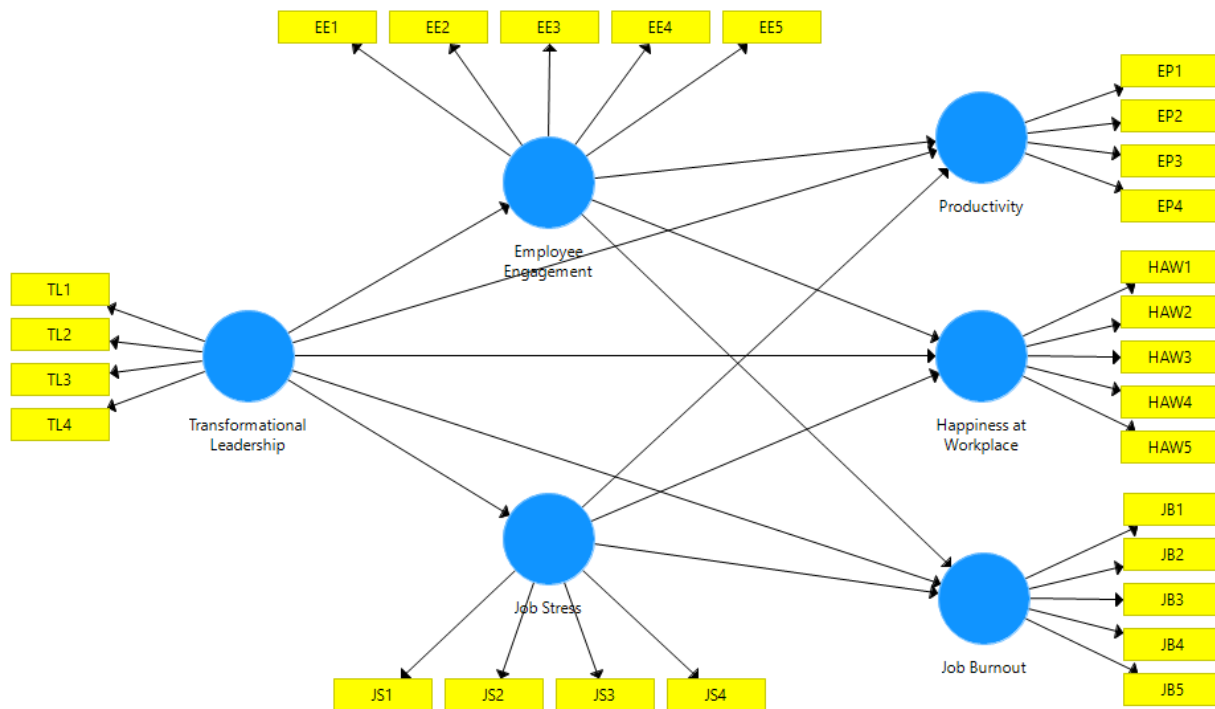
Apart from the above, table 5.2 shows the frequency distribution of educational level, which is categorized as diploma, intermediate, graduation, master, and PhD or above. Fifty (9.3%) respondents held a diploma, while 37 (6.9%) had an intermediate education. A total of 223 (41.7%) respondents completed their graduation, while 211 (39.4%) held a master's degree. Finally, only 14 (2.6%) participants held a PhD or higher qualification. Overall, the majority of the respondents had graduated, while more than 80% had either graduation or master's qualifications. This may also indicate the qualification level of employees working in Palestinian Ministries. Finally, table 5.2 shows information about the experience level of the respondents. The table shows that 87 (16.3%) participants had less than one year of work experience, while 215 (40.2%) participants had 1-5 years of work experience. A total of 170 (31.8%) respondents had 6-10 years of work experience, while 63 (11.8%) had more than 10 years of work experience. Overall, the majority of respondents had 1-5 years of work experience. It also indicates that the participants of this study are experienced individuals who can more accurately express their behaviours and leadership.

5.4. Operationalization of Constructs

The operationalisation of constructs in survey research is crucial, as it converts abstract concepts into measurable variables that can be empirically studied. Well-defined constructs enhance the validity and reliability of a survey, making the findings more accurate and replicable. They allow researchers to establish clear links between theoretical concepts and empirical observations, ensuring that constructs are precisely and consistently measured (Boateng et al., 2018).

Figure 5. 1

Operationalization of Constructs



Note. The figure was generated by the Author.

Figure 5.1 shows the operationalisation of the constructs. In this figure, Transformational Leadership (TL) is the endogenous variable measured with four items, while

Employee Engagement (EE) and Job Stress (JS) are the mediators, which are measured with five and four items, respectively. Employee Productivity (EP), Happiness at the Workplace (HAW), and Job Burnout (JB) are endogenous variables measured with four, five, and five items, respectively. The researcher has not used the dimensions of these variables; therefore, the outer model is comprised of items of the variables, whereas the inner model is comprised of latent constructs.

5.5. Descriptive Statistics

Descriptive statistics are foundational to empirical research, including survey-based studies. They are a collection of methods used to provide a detailed summary, organisation, and simplification of the collected data, allowing for meaningful interpretation (Mishra et al., 2019). The application of descriptive statistics offers a powerful summary of samples and can be presented graphically, in tabular form, or numerically (Leppink & Pérez-Fuster, 2017).

Mean and standard deviation are the two most widely employed descriptive statistics (Kaliyadan & Kulkarni, 2019). The mean represents the arithmetic average of a dataset and provides a single value that illustrates the central location of the data. The mean allows researchers to obtain a quick snapshot of the average response or the "typical" score in a dataset. In other words, the mean values represent the average response for a certain variable. For instance, if a variable is measured on a 7-point Likert scale, where 1 = strongly agree, 7 = strongly disagree, and 4 = neutral. In such a situation, a mean value lower than 4 indicates that the majority of the respondents agreed with the statements or the developed items, whereas a mean value higher than 4 indicates that the majority of the respondents disagreed with the statements or items developed to measure that particular variable. However, they are

susceptible to extreme values and outliers. Therefore, knowing the mean alone is insufficient for obtaining a complete understanding of a dataset (Herbst et al., 2020).

Table 5. 3

Descriptive Statistics

	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership	2.5771	1.12389	.953	.106	1.084	.211
Employee Engagement	2.5865	1.05247	.633	.106	.398	.211
Job Stress	5.5070	1.04479	-.604	.106	-.091	.211
Productivity	2.2075	.92418	1.137	.106	2.294	.211
Happiness at Workplace	3.0609	1.34185	.568	.106	-.216	.211
Job Burnout	4.9910	1.33433	-.575	.106	-.224	.211

Note. The table was generated by the Author.

The standard deviation, on the other hand, is a measure of data dispersion or variability. It quantifies how spread the values are from the mean (Weir et al., 2018). In essence, it informs researchers about the degree of deviation one can expect within the data. A low standard deviation indicates that the data points were closer to the mean, indicating less variability among the responses. Conversely, a high standard deviation implies greater variability and less consistency in the data (Lee et al., 2015). It is crucial to compare the consistency between different measures or to observe changes over time in a single measure (Livingston, 2004). In the context of a survey-based study, these statistics offer initial insights into the data, showing the researcher's central tendencies and dispersion within the data. Thus, understanding descriptive statistics is critical, as it forms the basis for subsequent inferential

statistics, allowing researchers to draw conclusions and make generalisations about the population from which samples are drawn (Herbst et al., 2020).

Keeping in mind the understanding and purpose of mean values and standard deviation, table 5.3 help us summarize the results. The mean values lie between 2.2075 and 5.5070, whereas the standard deviation values lie between 0.92418 and 1.34185. These standard deviation values show little difference from the mean values. The mean values of JS and JB are greater than four; hence, this indicates that the majority of the respondents disagreed with the statements, while the mean values of all other variables were lower than four, which indicates that the majority of the respondents agreed with the statements of these variables. These mean values also indicate that JS and JB have inverse relationships with other variables, while positive relationships with each other as their direction is inclined towards disagreement with the statements, while other variables' direction is inclined towards agreement with the statements; therefore, mean values indicate an inverse relationship between these two variables and all the other variables.

5.6. Factor Analysis

This section provides valuable information regarding factor loadings, collinearity statistics, and reliability and validity analyses. Table 5.4 includes all this information. First, factor loadings indicated the contribution of each item to the measurement of the variable. In other words, these factor loadings indicate the strength and direction of the relationship between the observed variables (survey items) and latent variables (factors) (Shrestha, 2021). High factor loadings are always preferable; however, some researchers have defined cut-offs to indicate the acceptability of these factor loadings more clearly. For instance, Comrey and Lee (1992) indicated that factor loadings below 0.3 are low and should be removed from the

model as these can lead to low Average Variance Extracted (AVE). They further categorised the factor loadings as good if they were 0.5 or greater. However, if the factor loadings are greater than 0.7, they are excellent and should be preferred. Hair et al. (1998) linked factor loadings with sample size and suggested using higher factor loadings for a small sample size; however, a large sample size can justify the inclusion of low factor loadings. In any case, the factor loadings presented in table 5.4 are greater than 0.7; hence, there is no need to remove any factor loadings from the model. This table also shows information about multicollinearity, which is described in a separate section.

Table 5. 4

Psychometric Properties of Constructs

Variable Name	Item	Loadings	VIF	Cronbach's Alpha	Rho_A	CR	AVE
Transformational Leadership	TL1	0.864	2.373	0.889	0.891	0.923	0.751
	TL2	0.884	2.589				
	TL3	0.878	2.483				
	TL4	0.838	2.082				
Employee Engagement	EE1	0.836	2.225	0.900	0.902	0.926	0.714
	EE2	0.834	2.737				
	EE3	0.879	3.255				
	EE4	0.820	2.221				
	EE5	0.856	2.489				
Job Stress	JS1	0.849	2.159	0.882	0.887	0.919	0.740
	JS2	0.840	2.106				
	JS3	0.839	2.203				
	JS4	0.911	3.117				
Employee Productivity	EP1	0.809	1.753	0.872	0.871	0.913	0.724
	EP2	0.890	3.151				

	EP3	0.879	2.988				
	EP4	0.822	1.849				
Happiness at Workplace	HAW1	0.800	1.961	0.897	0.897	0.924	0.708
	HAW2	0.870	2.929				
	HAW3	0.873	3.108				
	HAW4	0.865	2.898				
	HAW5	0.798	1.942				
Job Burnout	JB1	0.857	2.762	0.892	0.896	0.921	0.700
	JB2	0.882	3.254				
	JB3	0.865	2.907				
	JB4	0.811	2.138				
	JB5	0.764	1.952				

Note. The table was generated by the Author.

5.7. Collinearity Statistics

Collinearity refers to a high degree of correlation between independent variables, which can complicate the estimation of individual effects on dependent variables. This high correlation might lead to inflated standard errors and unstable estimates of the model parameters (J. H. Kim, 2019). To measure multicollinearity, researchers often rely on the Variance Inflation Factor (VIF) (Bayman & Dexter, 2021). The generally acceptable threshold for VIF is less than 5, suggesting the absence of serious multicollinearity (Chen & Si, 2022). Table 5.4 shows the VIF values for an outer model or for the variables. All these values are lower than five; hence, they indicate the absence of serious multicollinearity.

5.8. Scale Reliability

Scale reliability, also known as internal consistency reliability, is an important aspect of survey research that assesses the extent to which items within a scale or questionnaire consistently measure the same underlying construct (George & Mallery, 2018). It is a measure of the reliability and consistency of responses obtained from the survey participants. The most

common method for measuring scale reliability is using Cronbach's alpha; however, some researchers have criticised this method and suggested alternative methods, such as composite reliability and Rho_A (Agbo, 2010; Peterson & Kim, 2013; Vaske et al., 2017). The researcher used all three methods to evaluate the international consistency of the scales. In all these measures, the threshold value is 0.7, which means values equal to or greater than 0.7 indicate sufficient or acceptable reliability (Hair Jr et al., 2021a; Souza et al., 2017). Based on these defined standards, table 5.4 shows that the values of Cronbach's alpha, rho_A, and CR are greater than 0.7; hence, they indicate acceptable reliability of scales.

5.9. Construct Validity

Construct validity is a critical aspect of research that evaluates the extent to which a measurement instrument (e.g. questionnaire or scale) accurately assesses the underlying construct or concept it intends to measure. It examines the degree to which the observed measurements align with the theoretical expectations and hypotheses about the construct being measured (Hair Jr et al., 2019). In other words, construct validity determines whether the operationalisation of a construct is valid and meaningful. There are two common types of construct validity: convergent validity and discriminant validity, which are elaborated below.

5.9.1. Convergent Validity

Convergent validity, a subtype of construct validity, is an essential concept in the scale development and measurement process in empirical research (Carlson & Herdman, 2012). It measures the degree to which multiple items that are intended to measure the same general construct are, in fact, related (Greener, 2022). If a scale has high convergent validity, this indicates that a high correlation exists between the different methods used to measure the variable. In essence, it ensures that all indicators of a particular construct "converge" or align,

validating that the operationalisation of the construct behaves as theoretically expected (Hair Jr et al., 2020). Convergent validity is an essential step in confirming that the empirical measures used in a study capture the theoretical constructs they intend to measure (Bougie & Sekaran, 2019). This strengthens the grounds for interpreting the correlations between constructs and the hypothesis testing results in the manner specified by the underlying theory. In this way, convergent validity enhances the credibility of research findings and boosts confidence in the constructs' meaning and interpretation (Ghauri et al., 2020).

One of the most commonly used measures for assessing convergent validity is Average Variance Extracted (AVE). AVE calculates the total variance that a construct captures from its indicators relative to the amount due to measurement error (dos Santos & Cirillo, 2023). It is the mean variance extracted for the item loading on a construct and provides an aggregate measure of indicator reliability. A generally accepted rule is that the AVE for each construct should be 0.50 or higher, indicating that, on average, the construct explains more than half of the variance of its indicators. If the AVE of a construct is below 0.50, it implies that more error remains in the data than the variance explained by the construct (Hair Jr et al., 2020). Table 5.4 shows the AVE values, which are greater than 0.5; therefore, convergent validity is present.

5.9.2. Discriminant Validity

Discriminant validity is a form of construct validity that tests whether constructs that are expected to be unrelated are, in fact, unrelated (Rönkkö & Cho, 2022). It assesses the extent to which a construct is distinct from other constructs by comparing the extent to which a construct correlates with its indicators to the extent to which it correlates with other constructs (Joseph F Hair et al., 2019). In other words, discriminant validity examines the

degree to which the operationalisation of theoretically unrelated constructs is distinct in practice (Zaiř & Berteá, 2011). For instance, in this study, the researcher intends to measure JS and JB as two separate constructs; thus, high discriminant validity means that JS and JB are not highly correlated. If they are highly correlated, this would imply that the measures do not accurately distinguish between JS and JB (Roemer et al., 2021).

To ensure the robustness of the findings, it is essential that the constructs used in the study exhibit adequate discriminant validity. If discriminant validity is not established, it becomes problematic to identify whether the relationships observed in the data are due to the constructs themselves or the lack of distinction between the constructs (Henseler et al., 2015). There are two commonly used methods to evaluate discriminant validity: the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio of Correlations (HTMT).

Table 5. 5

Fornell-Larcker Criterion

Variables	1	2	3	4	5	6
Employee Engagement	0.845					
Happiness at Workplace	0.718	0.842				
Job Burnout	-0.699	-0.778	0.837			
Job Stress	-0.796	-0.715	0.693	0.860		
Productivity	0.625	0.587	-0.591	-0.664	0.851	
Transformational Leadership	0.755	0.725	-0.713	-0.740	0.615	0.866

Note. The table was generated by the Author.

Fornell and Larcker (1981) proposed a widely accepted criterion for assessing discriminant validity. According to this criterion, the square root of the AVE for each construct should be greater than its highest correlation with any other construct. This ensures that the construct shares more variance with its own measures than with any other construct,

thus demonstrating discriminant validity (Ab Hamid et al., 2017). Table 5.5 shows the Fornell-Larcker criterion, where the diagonal italic values are the square root of AVE, while all other values are correlations between two variables. Here, the diagonal italic values are greater than any other value in their respective rows and columns; hence, discriminant validity is present. The Fornell and Larcker criterion has been criticised for being unable to detect a lack of discriminant validity in certain cases (Henseler et al., 2015).

Table 5. 6

Heterotrait-Monotrait Ratio of Correlations (HTMT)

	1	2	3	4	5	6
Employee Engagement						
Happiness at Workplace	0.796					
Job Burnout	0.776	0.806				
Job Stress	0.891	0.801	0.779			
Productivity	0.700	0.661	0.669	0.755		
Transformational Leadership	0.840	0.812	0.799	0.832	0.695	

Note. The table was generated by the Author.

To overcome the limitations of the Fornell and Larcker criterion, the heterotrait-monotrait ratio (HTMT) has been proposed as an alternative measure of discriminant validity (Ab Hamid et al., 2017). HTMT is a measure of the ratio of between-trait correlations to within-trait correlations (Henseler et al., 2015). In essence, the HTMT criterion compares the correlation of indicator variables within the same construct (monotrait) with the correlation of indicators across different constructs (heterotrait). An HTMT value of less than 0.90 (some researchers suggest a stricter threshold of 0.85) is indicative of adequate discriminant validity (Franke & Sarstedt, 2019). As the values of HTMT are lower than 0.90, as shown in Table 5.6, HTMT also proves discriminant validity.

5.10. Correlation Coefficient

Papageorgiou (2022) asserted that the correlation coefficient can be used to examine the association between variables, the strength of their association, and the direction (positive or negative) of their association. Two variables were considered to be correlated if the significance level was less than 0.05. In other words, each relationship is presented with at least a 95% confidence interval, while the remaining 5% is considered as the probability of error or the significance level. Therefore, the significance level should be less than 5% or 0.05 (Armstrong, 2019). The significance value is denoted with “p”, while correlation is represented with “r”. Table 5.7 shows the correlations between all the variables. According to this table, TL has a strong positive correlation with EE ($r=74.8\%$, $p<0.01$), HAW ($r=72.2\%$, $p<0.01$), and EP ($r=61.2\%$, $p<0.01$). However, it was strongly negatively correlated with JS ($r=-73.7\%$, $p<0.01$) and JB ($r=-71.2\%$, $p<0.01$).

In addition, table 5.7 shows that EE had a strong positive correlation with HAW ($r=70.7\%$, $p<0.01$) and EP ($r=61.8\%$, $p<0.01$). However, it was strongly negatively correlated with JS ($r=-79.3\%$, $p<0.01$) and JB ($r=-69.1\%$, $p<0.01$). In addition, table 5.7 shows that JS had a strong negative correlation with HAW ($r=-70.7\%$, $p<0.01$) and EP ($r=-66.3\%$, $p<0.01$). However, there was a strong positive correlation with the JB ($r=66.8\%$, $p<0.01$). Furthermore, JB had a strong negative correlation with HAW ($r=-78.1\%$, $p<0.01$) and EP ($r=-59\%$, $p<0.01$).

Table 5. 7*Correlations*

	1	2	3	4	5	6
Transformational Leadership	1					
Employee Engagement	.748**					
Job Stress	-.737**	-.793**	1			
Job Burnout	-.712**	-.691**	.688**			
Happiness at Workplace	.722**	.707**	-.707**	-.781**		
Productivity	.612**	.618**	-.663**	-.590**	.584**	1

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

Note. The table was generated by the Author.

HAW had a strong positive correlation with EP ($r=58.4\%$, $p<0.01$). Overall, all the variables were significantly correlated with each other. These correlations were significant at $p<0.01$. Importantly, JS and JB have a negative correlation with all other variables, whereas they have a positive correlation with each other. A positive correlation denotes the same direction of relationship, where upon increasing or decreasing one variable, the other variable also increases or decreases, respectively. On the other hand, a negative relationship shows an inverse or opposite direction of the relationship, whereas upon increasing one variable, the other variable decreases and vice versa.

5.11. Assessment of the Structural Model

The structural model's examination plays a significant role in survey research as it helps validate and corroborate the research findings. This includes assessing the path coefficients and standardised residuals to guarantee that the model accurately portrays the connections among latent variables (Manley et al., 2021). A common approach is to use structural equation modelling (SEM), which is a robust tool for analysing survey data and

verifying theoretical models. SEM can reveal complex relationships between variables and assist in the development and refinement of theories in social sciences (Mueller & Hancock, 2018).

Regression analysis is another technique that can be used to measure and test hypotheses. However, in comparison to SEM, regression analysis only estimates a single relationship at a time, whereas SEM simultaneously evaluates multiple relationships between variables (AmirAlavifar, 2012). The SEM approach has the potential to unravel the intricate relationships among variables, providing a more exhaustive understanding of the underlying dynamics (Hair et al., 2019). Thus, SEM's ability to accommodate multiple dependent and independent variables, along with mediating and moderating variables, makes it a potent tool for testing complex hypotheses (Bollen, 1989). The structural model assessment is typically carried out in five steps, as proposed by Hair Jr et al. (2021), which are explained below.

5.11.1. Step 1: Assessment of Collinearity

The first step, the Assessment of Collinearity, involves determining the extent of correlation between the predictors in a model. Collinearity, as described in this study, is a phenomenon in which one predictor variable in a multiple regression model can be linearly predicted from the others with a substantial degree of accuracy (Chen & Si, 2022). This is a concern because it can inflate the variance of the regression coefficients, making them unstable and difficult to interpret. The Variance Inflation Factor (VIF) is a common index for measuring collinearity (J. H. Kim, 2019). The principle behind VIF is that it quantifies the extent to which the variance of the estimated regression coefficients increases due to multicollinearity. VIF values less than 5 are typically considered to indicate a lack of severe collinearity (Hair Jr et al., 2020).

However, this cut-off is not universally accepted, with some researchers recommending higher or lower values based on the context of the study (Alin, 2010; Bayman & Dexter, 2021). In SEM, the VIF is evaluated for each predictor in a model by constructing a regression model in which the predictor is treated as an outcome variable and the remaining predictors as independent variables.

Table 5. 8

Inner Model Collinearity

	Employee Engagement	Job Stress	Productivity	Happiness at Workplace	Job Burnout
Transformational Leadership	1.000	1.000	2.652	2.652	2.652
Employee Engagement			3.272	3.272	3.272
Job Stress			3.114	3.114	3.114

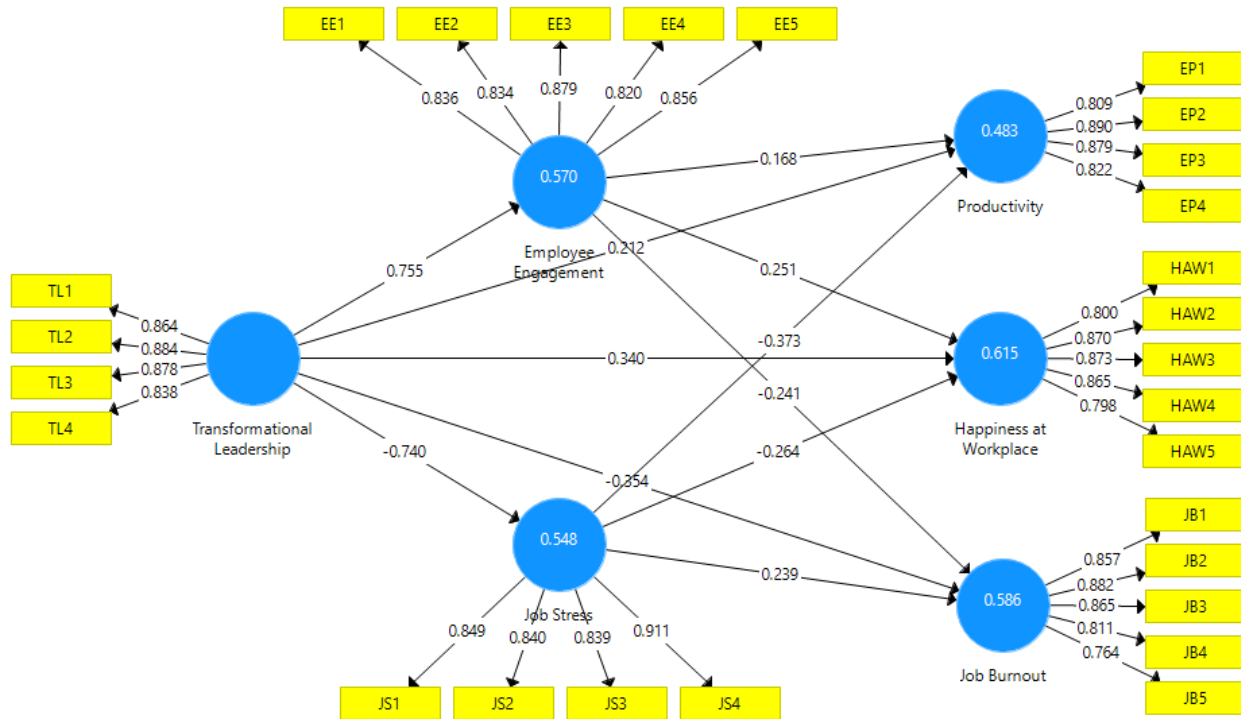
Note. The table was generated by the Author.

In this study, the inner model refers to the relationships among latent constructs, and collinearity assessment is conducted accordingly for each sub-model. For instance, in the first model (see [Table 5.8](#)), transformational leadership is an exogenous variable, whereas all the remaining variables are endogenous. In the second model, EE acts as an exogenous variable, whereas EP, HAW, and JB are endogenous variables. In the third model, JS is the exogenous variable, whereas EP, HAW, and JB are endogenous variables. This procedure of determining collinearity for each submodel using VIF helps ensure the validity of the results and reinforces the accuracy of the estimated regression coefficients, thereby contributing to a robust structural model.

5.11.2. Step 2: Assessment of Path Coefficients

The second step in structural model assessment is to examine the path coefficients, which represent the hypothesised relationships between the constructs in the model. These relationships are typically direct, meaning that one variable directly influences another. The magnitude and significance of the path coefficients must be examined. Each path coefficient, also known as beta (β), provides an estimate of the relationship between the independent and dependent variables while controlling for other variables in the model. A significant path coefficient supports the hypothesis that the predictor variable influences the outcome variable (Sarstedt & Cheah, 2019). In assessing these coefficients, both the magnitude and statistical significance are of interest. The magnitude (usually ranging from -1 to 1) indicates the strength and direction of the relationship, while the p-value indicates statistical significance. The threshold for statistical significance was a p-value less than 0.05.

To evaluate path coefficients in SmartPLS software, bootstrapping, a resampling method, is commonly used to estimate the precision of the path coefficients and their statistical significance. This method involves repeated sampling from the dataset, estimating the model each time, and then examining the distribution of the estimates (Streukens & Leroi-Werelds, 2016). Figure 5.2 represents the structural model assessment, where path coefficients are represented along with factor loadings; however, a detailed version is presented in tabular form (see Table 5.9). This table shows that TL had a strong positive impact (75.5 %) on EE at $p < 0.01$, which supports the first hypothesis of this study. Here, the beta values show that for each one-unit increase in TL, EE will increase by 0.755. Similarly, beta can be explained by the following relationships. The table further shows that TL has a 74% negative impact on JS at $p < 0.01$; this relationship supports the second hypothesis of this study.

Figure 5. 2*Assessment of the Structural Model*

Note. The figure was generated by the Author.

In addition, table 5.9 shows that TL has a 21.2% positive significant impact on EP at $p=0.006<0.05$; hence, this supports the third hypothesis of this study. In addition, the table shows that TL had a 34% positive impact on HAW at $p<0.01$; therefore, it supports the fourth hypothesis of this study. However, TL has a negative 35.4% impact on JB at $p<0.01$; therefore, this supports the fifth hypothesis of this study. EE had a 16.8% positive impact on EP at $p=0.021<0.05$; therefore, it supported the sixth hypothesis of this study. Furthermore, table 5.9 shows that EE had a 25.1% impact on HAW at $p<0.01$, which supports the seventh hypothesis of this study. The table also shows that EE has a 24.1% negative impact on JB at $p<0.01$; therefore, this supports the eighth hypothesis of this study.

In addition, table 5.9 shows that JS has a 37.3% negative impact on EP at $p < 0.01$; therefore, this supports the ninth hypothesis of this study. In addition, the table shows that JS has a 26.4% negative impact on HAW at $p < 0.01$; therefore, it supports the tenth hypothesis of this study. Finally, this table shows that JS has a 23.9% positive impact on JB at $p < 0.01$; therefore, it supports the eleventh hypothesis of this study. Here, all relationships' beta values show how much increase or decrease is caused by exogenous variables in endogenous variables, while these results are significant at $p < 0.01$, which means that all the relationships are significant at a 99.9% confidence interval.

Table 5. 9

Path Coefficients

Hypotheses	β	Mean	SD	T	P
Transformational Leadership -> Employee Engagement	0.755	0.756	0.022	33.730	0.000
Transformational Leadership -> Job Stress	-0.740	-0.741	0.027	27.804	0.000
Transformational Leadership -> Productivity	0.212	0.211	0.077	2.749	0.006
Transformational Leadership -> Happiness at the Workplace	0.340	0.343	0.048	7.034	0.000
Transformational Leadership -> Job Burnout	-0.354	-0.356	0.051	6.951	0.000
Employee Engagement -> Productivity	0.168	0.169	0.073	2.309	0.021
Employee Engagement -> Happiness at the Workplace	0.251	0.248	0.054	4.637	0.000
Employee Engagement -> Job Burnout	-0.241	-0.239	0.059	4.082	0.000
Job Stress -> Productivity	-0.373	-0.378	0.091	4.119	0.000
Job Stress -> Happiness at the Workplace	-0.264	-0.264	0.059	4.501	0.000
Job Stress -> Job Burnout	0.239	0.239	0.061	3.925	0.000

Note. The table was generated by the Author.

5.11.3. Step 3: Assessment of Coefficient of Determination

In structural equation modelling, R^2 represents the proportion of variance in the dependent variable that is predictable from the independent variables. This value ranges from 0 to 1. A value of 0 indicates that none of the variances in the outcome variable can be predicted from the independent variables, whereas a value of 1 indicates that all variances in the outcome can be predicted (Di Bucchianico, 2008). The R^2 values are usually assessed in conjunction with the adjusted R^2 , which accounts for the number of predictors in the model. Higher R^2 values suggest that the model has greater explanatory power and fits the model. However, it is important to note that high R^2 values do not necessarily mean that the model is perfect, as it might overfit the data. Overfitting occurs when a model is too complex and captures noise along with the underlying relationship, leading to poor predictive performance on new data (Zhang, 2017).

Chin (1998) proposed that when assessing the inner model, endogenous latent constructs displaying R^2 values of 0.67, 0.33, or 0.19 can be deemed as significant, moderate, or minimal, respectively. Table 5.10 shows the values of the R-square and the adjusted R-square. Here, the R^2 values range from moderate to almost high or significant; hence, these values represent a good fit.

Table 5. 10*Coefficient of Determination or R²*

	R Square	R Square Adjusted
Employee Engagement	0.570	0.569
Job Stress	0.548	0.547
Productivity	0.483	0.480
Happiness at Workplace	0.615	0.613
Job Burnout	0.586	0.584

Note. The table was generated by the Author.

5.11.4. Step 4: Assessment of F Square

In the realm of structural model assessment, authors typically rely on two key metrics: the f^2 value, as proposed by Cohen (1988) and the Q^2 value, according to Stone-Geisser. Cohen's f^2 evaluates the influence of the structural model by contrasting the rise in R^2 against the remaining unaccounted variance in the endogenous construct, a method introduced by Jacob Cohen in 1988. Depending on the f^2 score, which may be 0.02, 0.15, or 0.35, the effect size can be categorised as small, medium, or large, respectively, as outlined by Fritz et al. (2012). The computation of f^2 requires the estimation of the R^2 values of the endogenous construct with and without the inclusion of an exogenous construct. The following formula was employed to measure f^2 :

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

In this formula, R^2 included values are determined with all constructs incorporated in the model, whereas R^2 excluded values are generated once the chosen exogenous construct is eliminated. The impact size of each significant path coefficient is subsequently computed.

Table 5.11 shows the f^2 assessment, where the values show that the effect size for these variables is small to medium.

Table 5. 11

Assessment of F Square

	Employee Engagement	Job Stress	Productivity	Happiness at Workplace	Job Burnout
Transformational Leadership	1.325	1.213	0.033	0.113	0.114
Employee Engagement		0.189	0.067	0.050	0.043
Job Stress			0.086	0.058	0.044

Note. The table was generated by the Author.

5.11.5. Step 5: Blindfolding Procedure

The predictive relevance of a model can be assessed by using the Stone-Geisser criterion (Geisser, 1974; Stone, 1974), often denoted as Q^2 . This is a measure of how well observed outcomes can be predicted by a model, given a set of predictor variables. In other words, it gauges the out-of-sample predictive power of the model. The Q^2 value is obtained through a procedure called blindfolding, which is a sample reuse method that omits part of the data in the estimation process to provide a more conservative assessment of the model's predictive power. A Q^2 greater than zero suggests that the model has predictive relevance for a certain dependent variable, whereas a Q^2 equal to zero indicates that the model lacks predictive relevance. Table 5.12 shows the Q^2 values, which are greater than zero; however, it is less than 0.5; hence, it is a medium size predictive relevance.

Table 5. 12*Predictive Relevance or Q²*

	SSO	SSE	Q ² (=1-SSE/SSO)
Transformational Leadership	2140.000	2140.000	
Employee Engagement	2675.000	1599.543	0.402
Job Stress	2140.000	1285.076	0.399
Productivity	2140.000	1409.591	0.341
Happiness at Workplace	2675.000	1526.622	0.429
Job Burnout	2675.000	1589.007	0.406

Note. The table was generated by the Author.

5.12. Mediation Analysis

In many research scenarios, there is interest in understanding not only whether a relationship exists between two variables but also through what mechanisms or processes this relationship occurs. This is where the mediation analysis was conducted. Mediation analysis investigates whether a third variable, known as the mediator, explains the relationship between independent and dependent variables (Lee et al., 2019). Statistical tests such as the Sobel test or bootstrapping can be used to test for mediation. In recent years, bootstrapping has been recommended over the Sobel test because it does not assume that the sampling distribution of the indirect effect is normal, which makes it a more robust option (Özdil & Kutlu, 2019). Mediation or indirect effects are divided into two major types: full and partial mediation, which refers to the indirect effect of the independent variable on the dependent variable and is fully explained through the mediator only, while partial mediation occurs when an independent variable has both direct and indirect significant effects on dependent variables.

Partial mediation can be further divided into partial and partial competitive mediation. Complementary partial mediation occurs when, owing to the mediator, the effect of the

independent variable on the dependent variable increases, while competitive partial mediation occurs when, owing to the mediator, the effect of the independent variable on the dependent variable decreases (Hair Jr et al., 2021c). Table 5.13 shows the results of specific indirect effects, table 5.14 shows the total indirect effects, and Table 5.15 shows the total effects. In specific indirect effects, the effect of each independent variable on the dependent variable is represented through each mediator separately, while the total indirect effects represent the effects of independent variables on dependent variables in the combined mediation effects of all mediators. The total effects show the combined direct and indirect effects of independent variables on dependent variables (VanderWeele, 2016).

Table 5. 13

Specific Indirect Effects

Hypothesized Relationships	β	Mean	SD	T	P
Transformational Leadership -> Employee Engagement -> Productivity	0.127	0.127	0.055	2.309	0.021
Transformational Leadership -> Employee Engagement -> Happiness at Workplace	0.189	0.188	0.042	4.515	0.000
Transformational Leadership -> Employee Engagement -> Job Burnout	-0.182	-0.181	0.045	4.004	0.000
Transformational Leadership -> Job Stress -> Productivity	0.276	0.281	0.070	3.954	0.000
Transformational Leadership -> Job Stress -> Happiness at Workplace	0.195	0.195	0.044	4.405	0.000
Transformational Leadership -> Job Stress -> Job Burnout	-0.177	-0.177	0.046	3.851	0.000

Note. The table was generated by the Author.

Table 5.13 shows that TL has a 12.7% positive effect on EP in the mediation role of EE. This relationship shows competitive partial mediation, as the effect of TL on EP decreases

from 21.2% to 12.7% due to the mediation role of EE. This effect is significant at $p=0.021<0.05$; therefore, the twelfth hypothesis of this study was accepted. The table further shows that TL had an 18.9% positive significant impact on HAW in the mediation role of EE. This relationship presents a competitive partial mediation, as the effect of TL on HAW is reduced from 34% to 18.9% owing to the mediation role of EE. This impact is significant at $p<0.01$; therefore, the thirteenth hypothesis is accepted. Additionally, TL had an 18.2% negative impact on JB in the mediation effect of EE. This impact represents a competitive partial mediation, as the negative effect of TL on JB is reduced from -35.4% to -18.2%. This relationship is significant at $p<0.01$; therefore, the fourteenth hypothesis of this study is accepted.

Furthermore, TL has a 27.6% positive impact on EP in the mediation role of JS, and this relationship presents complementary partial mediation as the effect of TL on EP increases from 21.2% to 27.6%. This relationship is significant at $p<0.01$; therefore, the fifteenth hypothesis is accepted. Table 5.13 shows that TL has a 19.5% positive impact on HAW in the mediation role of JS, and this relationship denotes a competitive partial mediation as the effect of TL on HAW decreased from 34% to 19.5% owing to the mediation role of JS. This relationship is significant at $p<0.01$; therefore, the sixteenth hypothesis of this study is accepted. Finally, table 5.13 shows that TL has a 17.7% negative effect on JB in the mediation role of JS, and this relationship shows a competitive partial mediation of JS, reducing the negative effect of TL on JB from 35.4% to 17.7%. This relationship is significant at $p<0.01$; therefore, the seventeenth hypothesis of this study is accepted.

Table 5. 14*Total Indirect Effects*

	β	Mean	SD	T	P
Transformational Leadership -> Productivity	0.403	0.408	0.063	6.383	0.000
Transformational Leadership -> Happiness at the Workplace	0.385	0.383	0.038	10.035	0.000
Transformational Leadership -> Job Burnout	-0.359	-0.358	0.042	8.497	0.000

Note. The table was generated by the author.

Table 5.14 shows the total indirect effects of the independent variables on all three dependent variables. First, this table shows that TL had a 40.3% positive impact on EP in the combined mediation effect of EE and JS, while the indirect effect of TL on HAW was 38.5% in the combined mediation effect of EE and JS. Finally, table 5.14 shows that TL has a 35.9% negative effect on JB in the combined mediation role of JS and EE.

Table 5. 15*Total Effects*

	β	Mean	SD	T	P
Transformational Leadership -> Productivity	0.615	0.620	0.032	19.147	0.000
Transformational Leadership -> Happiness at the Workplace	0.725	0.726	0.023	31.960	0.000
Transformational Leadership -> Job Burnout	-0.713	-0.714	0.023	31.556	0.000

Note. The table was generated by the author.

The total effects show the combined direct and indirect effects of the independent variables on the dependent variables. Table 5.15 shows that TL has a 61.5% positive total effect on EP, 72.5% on HAW, and a 71.3% negative effect on JB.

5.13. Summary of Hypotheses Results

Table 5.16 presents a summary of all the developed hypotheses, along with their results, to highlight whether the developed hypothesis is accepted or rejected. This table was developed with the help of path coefficients and mediation results. Table 5.16 shows that all the hypotheses are accepted or supported by the results of this study.

Table 5. 16

Summary of Hypothesized Results

	Hypotheses	Result
H1	TL has a positive influence on EE in the context of Palestinian ministries.	Supported
H2	TL has a significant negative impact on the JS of employees in the context of Palestinian ministries.	Supported
H3	TL has a significant positive impact on EP in the context of Palestinian ministries.	Supported
H4	H4: TL has a significant positive impact on HAW in the context of Palestinian ministries.	Supported
H5	TL has a significant negative impact on JB in the context of Palestinian ministries.	Supported
H6	EE has a significant positive influence on EP in the context of Palestinian ministries.	Supported
H7	EE has a significant positive influence on HAW in the context of Palestinian ministries.	Supported
H8	EE has a significant negative influence on JB in the context of Palestinian ministries.	Supported
H9	JS has a significant negative impact on EP in the context of Palestinian ministries.	Supported
H10	JS has a significant negative impact on HAW in the context of Palestinian ministries.	Supported

H11	JS has a significant positive impact on JB in the context of Palestinian ministries.	Supported
H12	EE has a significant mediation role in the relationship between TL and EP in Palestinian ministries.	Supported
H13	EE has a significant mediation role in the relationship between TL and HAW in Palestinian ministries.	Supported
H14	EE has a significant mediation role in the relationship between TL and JB in Palestinian ministries.	Supported
H15	JS has a significant mediation role in the relationship between TL and EP in Palestinian ministries.	Supported
H16	JS has a significant mediation role in the relationship between TL and HAW in Palestinian ministries.	Supported
H17	JS has a significant mediation role in the relationship between TL and JB in Palestinian ministries.	Supported

Note. The table was generated by the author.

5.14. Chapter Summary

At the initial stage, the researcher conducted a preliminary evaluation in which missing values, outliers, and common method bias were not found. In addition, data normality was proved, and descriptive statistics indicated an inverse direction of the relationship of both JS and JB with all other variables and the same direction of the relationship between all other variables internally. The demographic profile highlighted that most of the respondents were male, aged between 36-45 years, with graduation qualifications and 1-5 years of working experience. Factor analysis proved the absence of multicollinearity and the acceptability of factor loadings, reliability, and validity. The coefficient of determination was moderate to high, whereas the effect size was small to medium. The blindfolding procedure presented a medium predictive relevance, while path coefficients highlighted the strong significant direct

effects of predictors on outcome variables. The mediation effects were also significant, and all the developed hypotheses were supported.

Chapter 6: Discussion of Results

6.1. Chapter Introduction

This section discusses the results of this study. This discussion is divided into various sections in accordance with the developed hypotheses. The findings regarding each hypothesis are discussed separately, and the researcher compared these findings with previous similar studies.

6.2. Discussion

6.2.1. *The Impact of TL on EE*

The first hypothesis of this study - "TL has a positive influence on EE in the Palestinian ministries" - draws upon the theoretical underpinnings of leadership studies, particularly TL and its impact on EE. As the results of this investigation have confirmed the proposed hypothesis, the discussion affirms the association between these two variables and delineates the circumstances that substantiate the theory in the context of Palestinian ministries. The empirical data collected in this study demonstrated a significant correlation between TL and increased EE within the ministries. These findings echo the broader literature on this subject, particularly the research by Tims et al. (2011), which highlights the catalytic role of transformational leaders in nurturing the involvement, commitment, and energy of their followers. Through their inspiration, intellectual stimulation, individualised consideration, and idealised influence, such leaders foster an environment conducive to heightened EE, where employees feel valued, motivated, and dedicated to their work.

Similarly, Schaufeli and Salanova (2007) observed that TL nurtures a work climate that promotes EE by inspiring employees with a compelling vision, intellectual stimulation, and the development of individual strengths and potential. They suggested that employees led

by transformational leaders are more likely to exhibit high levels of vigour, dedication, and absorption, hallmarks of EE. Therefore, it seems that the study's findings resonate with this broader body of literature. However, there is a certain nuance to this correlation when considered within the specific cultural and political milieu of Palestinian ministries. In this context, TL appears to be of even greater importance because of the unique challenges faced by this particular workforce. These may include complexities arising from political instability, organizational ambiguity, resource constraints, and cultural nuances (Humaid, 2018). These factors are likely to amplify the importance of transformational leaders who can motivate, inspire, and encourage employees to remain engaged despite challenging work conditions, which may intensify the correlation observed in this context.

Notably, other studies have presented contradictory findings. For instance, Arnold et al. (2007) suggested that while TL might positively impact EE, its influence was not as pronounced in all contexts. In high-stress or high-turnover environments, their study suggests that other factors might mitigate the effects of TL. One could contend that the discrepancy between these findings and the findings of current study might be attributed to the unique sociopolitical and organizational context of Palestinian ministries. It could be that in this specific setting, the inherent resilience and adaptability of employees are already heightened. Therefore, the inspirational and motivational effects of TL might result in a more receptive environment, thereby leading to stronger EE.

6.2.2. *The Impact of TL on JS*

The second hypothesis under examination postulates that "TL has a significant negative impact on the JS of employees in Palestinian ministries." According to the results of this research, there is a meaningful relationship between TL and the reduction in JS among the

employees of the aforementioned ministries. In discussing these findings, this research aligns itself with a substantial body of literature while also delineating the factors and conditions that might account for the particularly pronounced impact within the Palestinian ministries.

Numerous studies have shown a link between TL and a decrease in employee job satisfaction (JS). Research conducted by Den Hartog and Belschak (2012a) demonstrated that transformational leaders, with their characteristic focus on employee well-being, personal growth, and the provision of intellectual stimulation, can create an environment in which JS is effectively mitigated. This leadership style often incorporates flexibility, understanding, and strong interpersonal relationships, which can, in turn, buffer the effects of stressors and promote better stress management among employees.

Likewise, a study by Arnold et al. (2015) provided further support for the contention that TL helps reduce employee JS. The researchers argued that such leadership cultivates a sense of trust, respect, and fairness in the workplace, leading to a more relaxed and less stressful environment. The consistency of these findings with the results of this study suggests a valid correlation between TL and reduced employee JS, offering a universal understanding that seems to hold across diverse contexts. Nevertheless, when applied to the specific context of Palestinian ministries, there are unique circumstances that may magnify the negative correlation between the TL and JS. Given the inherent challenges in the Palestinian administrative sector, such as political tensions, resource scarcity, and administrative complexities, transformational leaders can serve as critical pillars of stability and guidance. Their role in articulating a compelling vision, fostering a supportive work environment, and promoting individual strengths could be particularly potent in mitigating JS in such environments.

However, some previous studies seem to contradict the current research findings. Skakon et al. (2010), for instance, suggested that the influence of TL on JS might be moderate and context dependent. They argued that, in high-stress or crisis-driven environments, the mitigating effects of TL might be less pronounced. The disparity between the findings of this study and those of Skakon et al. could be explained by considering the specific socio-political conditions of the Palestinian ministries. In this setting, the presence of TL might be particularly significant because of the increased need for resilience and adaptability in high-stress environments. Hence, the substantial negative correlation observed may stem from the amplifying effect of the unique circumstances of the Palestinian administrative sector.

6.2.3. *The Impact of TL on EP*

The third hypothesis of the current research posits that "TL has a significant positive impact on EP in Palestinian ministries." This postulation aligns with the general trends in organizational behaviour research, and the findings of this study strongly support this, lending additional credibility to the assertion of a positive association between TL and EP. Several studies have demonstrated that TL enhances EP among employees. Guay (2013) underscored that transformational leaders through their capacity to inspire, challenge, and empower their followers, can significantly boost EP. Such leaders exhibit behaviours that evoke a higher sense of purpose among employees, thus enhancing their internal motivation and commitment to organizational goals. The ability to link employees' efforts with larger organizational objectives can fuel a higher degree of EP.

These observations align well with those of Nielsen et al. (2009), who found that TL facilitates a high-performance work environment by creating positive psychological conditions. They noted that transformational leaders develop an atmosphere that encourages

learning, innovation, and performance orientation, which leads to enhanced EP. The consistency of the findings with these studies suggests a strong positive relationship between TL and EP, supporting the hypothesis within the broad landscape of organizational behaviour research. In the specific context of Palestinian ministries, the TL might exert a more profound impact due to the unique challenges and complexities of this setting. Amid resource constraints, political instability, and administrative ambiguity, the role of transformational leaders becomes paramount (Mahel, 2021). Their ability to articulate a clear vision, foster resilience, and inspire employees to transcend their individual interests for the greater organizational good could significantly bolster EP.

However, some studies present a slightly different perspective. Piccolo and Colquitt (2006) found that while TL could positively impact EP, the magnitude of this effect could be influenced by other factors such as job characteristics, team dynamics, and broader organizational culture. This implies that the relationship may not be linear or strong in all contexts. The divergence between the findings of this study and those of Piccolo and Colquitt can be reconciled when considering the particular socio-political circumstances of Palestinian ministries. Here, the demands for adaptability, resilience, and performance are uniquely high. Thus, the effect of TL on EP may be more pronounced, which could explain the stronger correlation observed in this study.

6.2.4. *The Impact of TL on HAW*

The fourth hypothesis of this study suggests that "TL has a significant positive impact on HAW in Palestinian ministries." The study findings substantiate this hypothesis, thereby reinforcing the theoretical linkage between TL and HAW while providing a nuanced understanding within the particular context of Palestinian ministries. Numerous studies in the

field of organizational behaviour and psychology have underscored the positive effects of TL on HAW. Rafferty and Griffin (2004), for instance, demonstrated transformational leaders' ability to articulate a vision, provide inspirational motivation, stimulate the intellect, and consider the individual needs of employees to foster an environment conducive to HAW. Similarly, according to a study by Nielsen et al. (2009), TL creates a psychologically safe environment that increases employees' HAW. The researchers observed that such leaders build a positive work culture by encouraging personal and professional growth, creating meaningful work, and promoting team cohesion, all of which contribute to enhanced HAW.

The findings of this study align well with this body of research, suggesting a positive correlation between TL and HAW, thereby lending further empirical support to existing literature. This relationship may be even more pronounced in the context of Palestinian ministries. Given the unique socio-political challenges faced by these ministries, including resource scarcity and political instability, TL can play a pivotal role in promoting HAW. By fostering resilience, crafting an inspiring vision, and promoting a supportive work environment, transformational leaders can mitigate stressors and enhance HAW despite challenging circumstances (Pradhan et al., 2022).

However, it is worth noting that some studies present a more nuanced picture. Piccolo and Colquitt (2006) found that while TL positively impacts HAW, this effect can be moderated by various factors such as job characteristics, organizational culture, and individual personality traits. This suggests that this relationship may not be straightforward or universal. Given the particular pressures and demands of this environment, the role of TL in promoting HAW may be more salient; hence, a stronger correlation was observed in this study.

6.2.5. *The Impact of TL on JB*

The fifth hypothesis of this study posits that "TL has a significant negative impact on JB in Palestinian ministries." The results of this research affirm this hypothesis, establishing a negative correlation between TL and JB, thus bolstering the understanding of this relationship within the context of Palestinian ministries. An extensive body of literature in the domains of organizational behaviour and psychology has demonstrated an inverse relationship between TL and JB. For instance, Liu et al. (2010) highlighted that transformational leaders, with their ability to inspire, intellectually stimulate, and provide individualised consideration, can create a supportive work environment that aids in mitigating JB. Such leaders foster a sense of meaningfulness at work, enhance role clarity, and offer social support, which can collectively alleviate JB.

In a similar vein, Hetland et al. (2007) found that TL, by fostering an atmosphere of trust, empowerment, and teamwork, can effectively combat JB. Transformational leaders can buffer the negative impact of workplace stressors and promote wellness and resilience among employees, contributing to a reduction in JB. Consistent with these studies, the findings of current study reiterate the importance of TL as a strategy to mitigate JB, thereby reinforcing its value in the organizational behaviour literature. Specifically, within Palestinian ministries, this relationship might be even more pronounced because of the unique challenges and pressures faced by these organisations. In such circumstances, TL can play an instrumental role in preventing JB. Transformational leaders can effectively counteract JB by instilling resilience, articulating a compelling vision, and fostering a supportive work environment.

However, the relationship between TL and JB may not always be straightforward, as shown in some studies. For example, Rajesh et al. (2023) found that the impact of TL on JS

and JB is not significant. In addition, Bauer et al. (2014) contended that while TL can reduce JB, its impact may be moderated by other factors, such as organizational culture, job demands, and individual resilience. This implies that the negative correlation between TL and JB may not always be pronounced. The discrepancy between the findings of this study and those of Schaufeli and Taris can be attributed to the unique sociopolitical context of the Palestinian ministries. The intensity and pervasiveness of JS could potentially amplify the role of TL in alleviating JB, thus explaining the stronger correlation observed in this study.

6.2.6. *The Impact of EE on EP*

The sixth hypothesis in this study suggests that "EE has a significant positive influence on EP in Palestinian ministries." The findings of this research corroborate this hypothesis, bolstering the theoretical linkage between EE and EP while also shedding light on this relationship within the context of Palestinian ministries. A substantial body of research in organizational psychology and behaviour supports the positive correlation between EE and EP. In his seminal work, Harter et al. (2002) argued that highly engaged employees tend to be more productive because of their increased commitment, passion, and willingness to go the extra mile. Engaged employees exhibit high levels of energy, dedication, and absorption in their work and traits that directly enhance EP.

This notion is echoed by studies such as Rich et al. (2010) and Susanto et al. (2023), who demonstrate that engaged employees exhibit enhanced job performance and EP. They argue that EE leads to higher levels of initiative, persistence, and adaptability, thereby positively affecting EP. The alignment of this study's findings with these studies provides further empirical support for the robustness of the positive relationship between EE and EP. In the specific context of Palestinian ministries, the relationship between EE and EP is of

particular importance. Given this challenging environment, highly engaged employees could play a critical role in enhancing EP. Engaged employees are likely to be more resilient, motivated, and adaptable, traits that are invaluable in challenging work contexts (Khan et al., 2022).

However, it is noteworthy that some studies have presented a more nuanced perspective. Bakker and Bal (2010), for instance, observed that while EE positively influences EP, this effect can be moderated by various factors, including job demands, job resources, and personal resources. Therefore, the relationship between EE and EP may not be universally direct or strong. The variance between this study's findings and those of Bakker and Bal might be ascribed to the distinct sociopolitical circumstances of the Palestinian ministries. Given the high job demands and limited resource characteristics of these ministries, the role of EE in enhancing EP could be more prominent, accounting for the stronger correlation observed in this study.

6.2.7. *The Impact of EE on HAW*

The seventh hypothesis in this study suggests that "EE has a significant positive influence on HAW in Palestinian ministries." The findings of this research confirm this hypothesis, underscoring the positive relationship between EE and HAW and elucidating this relationship within the unique context of Palestinian ministries. A wealth of research within organizational behaviour and psychology substantiates the positive correlation between EE and HAW. For example, Bakker and Oerlemans (2011) established that engaged employees with high levels of energy, involvement, and efficacy experience greater HAW. Such employees are absorbed in their tasks, feel a sense of significance in their work, and are more likely to experience positive emotions, all of which contribute to HAW.

Similarly, Saks and Gruman (2014) affirmed that EE promotes HAW by enhancing job satisfaction, creating a positive work atmosphere, and fostering a sense of belonging. The findings of this research align with these studies, adding empirical support to the established positive correlation between EE and HAW. Within the specific socio-political environment of the Palestinian ministries, this relationship could be particularly significant. Given the complexities associated with Palestinian environments, highly engaged employees are likely to contribute to HAW. Such employees are typically more resilient, motivated, and have a greater sense of purpose and traits that can foster HAW in challenging work contexts (Othman et al., 2018a).

However, some studies have highlighted a more nuanced perspective of this relationship. Kahn (1990), for instance, noted that while EE positively influences HAW, this effect could be moderated by various factors, including job characteristics, individual personality traits, and organizational culture. This suggests that the direct and positive relationship between EE and HAW may not always hold true. The divergence between this study's findings and those of Kahn might be explained by the unique circumstances of Palestinian ministries. The distinct sociopolitical context and high job demands could amplify the role of EE in fostering HAW, explaining the stronger correlation found in our research.

6.2.8. *The Impact of EE on JB*

The eighth hypothesis of this study asserts that "EE has a significant negative influence on JB in Palestinian ministries." This research's findings confirm this hypothesis, accentuating the inverse relationship between EE and JB while providing a contextual understanding within Palestinian ministries. A robust body of research in organizational psychology and behaviour affirms the negative correlation between EE and JB. Obschonka et al. (2023), in their pivotal

work, found that engaged employees typically report lower levels of JB due to their enhanced levels of energy, dedication, and immersion in their work. Engaged employees often experience a greater sense of purpose, higher job satisfaction, and improved overall well-being, all of which serve as protective factors against JB.

This sentiment is also asserted by Maslach and Leiter (2008), who found that EE, with its inherent positive energy, enthusiasm, and challenge-driven work orientation, buffers JB. The findings echo these studies, lending additional empirical support to the widely acknowledged negative relationship between EE and JB. The context of the Palestinian ministries renders this relationship especially noteworthy. Faced with the challenge of high JS, high EE could be instrumental in mitigating JB. Engaged employees are typically stronger, more invested in their roles, and exhibit a greater sense of control and competency, traits that are particularly effective in preventing JB in a high-stress work environment (Okojie et al., 2023).

However, only a few studies have provided a nuanced understanding of this relationship. For instance, Bakker and Demerouti (2007) suggested that, while EE can reduce JB, its influence may be moderated by factors such as job demands, job resources, and personal resilience. This implies that the direct negative correlation between EE and JB may not always hold. The divergence between this study's findings and those of Bakker and Demerouti could be attributed to the specific sociopolitical environment of the Palestinian ministries. Given intense job demands and limited resources, the role of EE in countering JB could be amplified, explaining the stronger negative correlation observed in this research.

6.2.9. *The Impact of JS on EP*

The ninth hypothesis postulated in this study is "JS has a significant negative impact on EP in Palestinian ministries." The findings of this research corroborate this hypothesis, underscoring the negative relationship between JS and EP, specifically within the context of Palestinian ministries. A vast body of research in organizational psychology and behaviour has validated the negative correlation between JS and EP. In their prominent work, Basit and Hassan (2017) established that JS, especially chronic JS, can have deleterious effects on EP. JS can lead to a range of adverse physiological and psychological outcomes, such as fatigue, decreased cognitive function, and impaired decision-making capabilities, all of which can negatively impact EP.

Likewise, a study by Elsafty and Shafik (2022) indicated that JS could result in JB, diminished EE, and, subsequently, lower EP. The findings of this study are consistent with these studies, lending additional empirical support to the well-established negative relationship between JS and EP. However, Yerkes and Dodson (1908) proposed a theory suggesting that JS, at moderate levels, could actually enhance EP, a concept known as the Yerkes-Dodson law, which is still popular and supported by multiple studies, such as Elbaek et al. (2022), Ganem et al. (2022) and Zhang et al. (2023). According to this law, a certain amount of JS can stimulate alertness and EP, but only up to a certain point. In addition, excessive JS can lead to decreased EP. The difference between this study's findings and the Yerkes-Dodson law could be attributed to the intense and potentially chronic nature of JS within Palestinian ministries. Given severe job demands and ongoing political unrest, employees may experience JS levels that far exceed the optimal point for enhancing EP, resulting in a pronounced negative impact.

6.2.10. *The Impact of JS on HAW*

The tenth hypothesis of this study suggests that "JS has a significant negative impact on HAW in Palestinian ministries." The findings of this research affirm this hypothesis, underlining the inverse relationship between JS and HAW while also elucidating this relationship within the specific context of Palestinian ministries. A substantial body of research within the realms of organizational behaviour and psychology supports the negative correlation between JS and HAW. For instance, Kun and Gadanecz (2019) found that workplace JS, particularly chronic or severe JS, could undermine HAW by inducing fatigue, anxiety, and a reduced sense of accomplishment. Similarly, Gray et al. (2019) established that JS could diminish HAW by hindering employees' ability to fully engage in their work and nurture positive relationships with their colleagues. This research findings align with these studies, contributing further empirical support to the widely acknowledged negative correlation between JS and HAW.

In the socio-political context of Palestinian ministries, this relationship could be even more salient. Owing to these challenges, the impact of JS on HAW may be more pronounced. Constant exposure to JS can erode resilience, undermine morale, and inhibit a sense of accomplishment, all of which are critical for fostering HAW (Phillips et al., 2022). However, some studies point to a more nuanced understanding of this relationship. For instance, Selye (1974), a pioneer in JS research, posited that not all JS are detrimental. According to his theory of eustress and distress, moderate levels of stress (eustress) can stimulate growth and performance, potentially enhancing HAW. Therefore, a direct negative correlation between JS and HAW may not always be the case (Merino et al., 2021).

The divergence between this study's findings and those of Selye could be attributed to the intensity and chronic nature of JS within Palestinian ministries. Given the demanding job requirements and challenging political landscape, employees may frequently experience levels of JS that surpass the threshold of eustress, thus having a more pronounced negative impact on HAW.

6.2.11. *The Impact of JS on JB*

The eleventh hypothesis in this study states that "JS has a significant positive impact on JB in Palestinian ministries." This research supports this hypothesis, emphasising the direct relationship between JS and JB and providing a contextual understanding within Palestinian ministries. A substantial volume of research in organizational psychology has substantiated the positive correlation between JS and JB. The latest work by Wu et al. (2021) posits that persistent JS, especially when coupled with inadequate resources or support, can lead to exhaustion, cynicism, and feelings of inefficacy—the core components of JB. Furthermore, a study by Zhao et al. (2022) provided empirical evidence linking higher JS levels to increased JB, with JS often acting as a catalyst, accelerating the progression towards JB. The findings of this research align with these studies, offering additional empirical evidence for the widely recognised positive relationship between JS and JB.

The context of Palestinian ministries lends a unique dimension to this relationship. The impact of JS on JB may be magnified in a tense environment. Constant JS exposure may erode employees' spirit, deteriorate their well-being, and enhance their likelihood of JB. However, some studies have provided a more complex perspective on this relationship. For instance, Hobfoll (1989), in his Conservation of Resources theory, posited that while JS can contribute to JB, its impact may be moderated by factors such as individual resilience, social support, and

job resources. This suggests that the direct positive correlation between JS and JB may not always hold true. The divergence between this study's findings and Hobfoll's theory could be attributed to the specific socio-political environment of Palestinian ministries. Given the severe job demands, limited resources, and ongoing political turmoil, the role of JS in driving JB could be amplified, thus explaining the stronger positive correlation observed in this research.

6.2.12. *The Mediating Role of EE*

6.2.12.1. Between TL and EP The twelfth hypothesis of this study suggests that "EE has a significant mediating role between TL and EP in Palestinian ministries." This research affirms this hypothesis by establishing EE as a crucial link between TL and EP within the context of Palestinian ministries. Previous research in organizational psychology and leadership supports the idea that EE mediates between TL and EP. Lai et al. (2020), for instance, found that transformational leaders often foster an environment that encourages EE, which subsequently boosts EP. This study aligns with these findings by providing further empirical evidence of the mediating role of EE within the specific context of Palestinian ministries.

Transformational leaders inspire and motivate their employees by instilling a sense of purpose that goes beyond personal interests. When employees are engaged in their work because of the influence of TL, their enthusiasm, energy, and commitment to their roles can enhance EP (Jiatong et al., 2022). They become more proactive, demonstrate a greater willingness to take on challenges, and are more likely to find innovative solutions to problems, all of which can drive EP. The context of the Palestinian ministries provides unique insights into this relationship. A tense environment necessitates effective leadership to engage

employees in maintaining and enhancing EP. The findings of this study suggest that TL, through its effect on EE, can bolster EP in these challenging circumstances.

However, it is worth noting that some studies have proposed a more distinct understanding of this relationship. For instance, Bakker and Bal (2010) argued that the positive influence of TL on EP is not solely driven by increased EE but can also be due to other variables such as job resources or organizational climate. This finding suggests that EE may not be the only mediating variable in this relationship. This divergence could be attributed to the unique conditions of Palestinian ministries. Given the challenging environment, employees might rely more heavily on their leadership for motivation and EE, which could make EE more central to EP in this context.

6.2.12.2. Between TL and HAW The thirteenth hypothesis of this study posits that "EE has a significant mediating role between TL and HAW in Palestinian ministries." This research substantiates this hypothesis, suggesting that EE serves as a crucial bridge between the TL and HAW, particularly in the context of Palestinian ministries. A wealth of research in organizational psychology and leadership underscores the mediating role of EE in the relationship between TL and HAW. For instance, Tims et al. (2011) suggested that transformational leaders, by inspiring, challenging, and empowering employees, foster higher levels of EE, which in turn promotes HAW. The findings of this study echo this sentiment and provide further empirical evidence of the mediating role of EE within the specific milieu of Palestinian ministries.

Through their ability to communicate a compelling vision, encourage intellectual stimulation, and show individualized consideration, transformational leaders can instil a sense of purpose and meaning in their employees. This, in turn, can increase their engagement levels

and enhance their enthusiasm, involvement, and satisfaction with their roles. Such an engaged state is often closely linked to elevated HAW, thereby creating a positive cycle of EE and HAW. The unique socio-political context of Palestinian ministries can accentuate this relationship. In an environment marked by political uncertainty and limited resources, effective leadership that can inspire and engage employees becomes critical for nurturing HAW. The findings of this research suggest that TL, through its impact on EE, can significantly enhance HAW, even under challenging circumstances.

However, it is worth acknowledging that other studies point towards a more complex relationship. A study by Kahn (1990) indicates that the effects of TL on HAW are not solely mediated by EE but can also be influenced by other factors such as job resources, organizational support, and work-life balance. This suggests that the role of EE as a mediating variable may vary depending on context and other influencing factors. The divergence between this study's findings and Kahn's research could potentially be attributed to the unique socio-political environment of Palestinian ministries. Demand for job conditions and political instability might amplify the importance of leadership and EE in maintaining HAW, reinforcing the mediating role of EE in this relationship.

6.2.12.3. Between TL and JB The fourteenth hypothesis of this study proposes that "EE has a significant mediating role between TL and JB in Palestinian ministries." This research corroborates this hypothesis, emphasising that EE functions as a significant intermediary in the relationship between TL and JB, especially within the specific context of the Palestinian ministries. An extensive body of research in organizational psychology and leadership underscores the mediating role of EE in the relationship between TL and JB. For instance, Bakker and Demerouti (2007) proposed the Job Demands-Resources model, which states that transformational leaders often create a conducive environment that fosters EE, thereby reducing JB. The findings of this study dovetail with this understanding, offering more empirical evidence of the mediating role of EE in the unique context of Palestinian ministries.

Transformational leaders, with their inspiring vision, intellectual stimulation, and individual consideration, often enhance employees' EE levels. Engaged employees typically exhibit greater energy, dedication, and immersion in their roles, which can effectively counteract feelings of exhaustion, cynicism, and inefficacy associated with JB. The unique socio-political environment of Palestinian ministries might amplify this relationship. In an environment characterised by high demand, limited resources, and political instability, the role of TL in fostering EE becomes even more critical in combating JB. This research confirms that TL can significantly mitigate JB in such challenging circumstances by enhancing EE.

However, other studies have provided a more nuanced understanding of this relationship. For instance, Schaufeli and Bakker (2004) suggest that the influence of TL on JB is not solely mediated by EE but also by other variables such as job resources or organizational support. This indicates that the mediating role of EE may vary based on context and other influencing factors. The divergence between this research findings and Schaufeli

and Bakker's study could be attributed to the unique conditions within Palestinian ministries. Given challenging job conditions and political instability, employees may lean more on TL and EE to shield themselves from JB, thus reinforcing the mediating role of EE.

6.2.13. The Mediating Role of JS

6.2.13.1. Between TL and EP. The fifteenth hypothesis of this study posits that "JS has a significant mediating role between TL and EP in Palestinian ministries." This research confirms this hypothesis, indicating that JS indeed serves as a significant mediator in the relationship between TL and EP, specifically within the context of Palestinian ministries. Several studies in organizational psychology and leadership have identified JS as a potential mediator between leadership style and various employee outcomes. Skakon et al. (2010) found that TL could mitigate workplace JS, leading to increased EP. The findings of this study are congruent with existing research, providing further empirical evidence within the unique context of Palestinian ministries.

Through their inspirational motivation, intellectual stimulation, and individual consideration, transformational leaders can effectively reduce employee JS. Lower JS levels often result in increased job satisfaction, better work-life balance, and, ultimately, higher EP (Saeed & Farooqi, 2014). Therefore, the role of TL becomes even more critical in environments such as Palestinian ministries, which are characterised by high demand and resource scarcity. However, some studies provide a more distinctive view of this relationship. Gilboa et al. (2008) proposed that the relationship between TL and EP is not solely mediated by JS but also involves other factors such as job resources, organizational support, and role clarity. This suggests that JS's mediating role might not be uniform across different contexts and is influenced by a range of other variables. This divergence between this study's findings

and previous research could be due to the unique environment of Palestinian ministries. In a setting marked by heightened political instability and resource constraints, the role of TL in mitigating JS and enhancing EP may be more pronounced, thereby amplifying the mediating role of JS.

6.2.13.2. Between TL and HAW. The sixteenth hypothesis of this research study suggests that "JS has a significant mediating role between TL and HAW in Palestinian ministries." The findings of this study affirm this hypothesis, indicating that JS indeed serves as a significant intermediary in the relationship between TL and HAW, specifically within the context of Palestinian ministries. A substantial body of research in organizational psychology has highlighted JS as a possible mediator between leadership style and diverse employee outcomes. For instance, Arnold et al. (2007) found that TL can alleviate workplace JS, thereby increasing HAW. This research supports these findings and provides empirical evidence within the context of Palestinian ministries.

Through their inspirational motivation, individualised consideration, and intellectual stimulation, transformational leaders can effectively manage employee JS. This reduced JS often translates into enhanced job satisfaction, better work-life balance, and, ultimately, increased HAW. The role of TL in JS management thus becomes paramount, especially in environments such as Palestinian ministries, which are marked by high job demands and limited resources. However, it is crucial to acknowledge that other research points towards a more complex relationship. For instance, Maslach and Leiter (2008) suggest that the influence of TL on HAW is not solely mediated by JS but also involves other variables such as job resources, organizational support, and job control. This indicates that the mediating role of JS might vary depending on the context and presence of other influencing factors. The divergence

between this research findings and Maslach and Leiter's study can potentially be attributed to the unique environment of Palestinian ministries. Given the high JS levels due to political instability and resource scarcity, TL might be pivotal in managing JS and enhancing HAW, thus reinforcing the mediating role of JS.

6.2.13.4. Between TL and JB. The seventeenth hypothesis of this research study suggests that "JS has a significant mediating role between TL and JB in Palestinian ministries." This research substantiates this hypothesis, indicating that JS serves as a significant mediator in the relationship between TL and JB, particularly within the context of Palestinian ministries. The role of JS as a mediator between leadership styles and various employee outcomes has been well documented in organizational psychology literature. For instance, Densten (2005) found that TL could significantly reduce workplace JS, leading to decreased JB. This research aligns with these findings, further adding empirical evidence to the unique context of Palestinian ministries.

Transformational leaders, with their characteristic inspirational motivation, intellectual stimulation, and individualised consideration, can effectively mitigate employee JS. Lower JS levels often result in decreased feelings of exhaustion, cynicism, and inefficacy associated with JB (Bang & Reio Jr, 2017). The role of TL in JS management is particularly crucial in demanding environments, such as Palestinian ministries, which are characterised by high job demands and limited resources. However, it is important to note that other studies have provided a more nuanced understanding of this relationship. According to Maslach and Leiter (2008), the influence of TL on JB is not exclusively mediated by JS but also involves other variables such as job control, job resources, and organizational support. This suggests that JS's mediating role might not be uniform across different contexts and is influenced by a range of

other variables. The divergence between this study's findings and those of Maslach and Leiter could be attributed to the unique environment of Palestinian ministries. In a setting marked by heightened political instability and resource constraints, the role of TL in mitigating JS and reducing JB may be more pronounced, thereby amplifying the mediating role of JS.

6.3. Chapter Summary

This chapter discusses the results of this study, where the researcher compared the findings of this study with those of previous studies. The researcher has discussed both kinds of studies, including those which have presented similar results and those which have presented contradictory or somewhat different results. The findings are largely consistent with the results of previous studies; however, few discrepancies are found, which may be due to the tense environment, political instability, scarce resources, and economic pressure of Palestinian Ministries. Overall, this study confirms the findings of previous studies and provides important insights.

Chapter 7: Conclusions and Recommendations

7.1. Chapter Introduction

This chapter provides detailed implications, limitations, and future indications, along with the conclusion of the study. First, this chapter provides both theoretical and practical implications for the findings of this study. This chapter highlights all the theoretical, methodological, and contextual limitations of this study, followed by future indications which are not only relevant to contextual and methodological but also conceptual, where further improvements in the model are suggested. Finally, this chapter provides the conclusions of the study.

7.2. Conclusion

This study investigates the impact of TL on EP, HAW, and JB while exploring the mediating roles of EE and JS. The study's primary aim was to bridge gaps in current research by examining the collective dynamics of these variables within the unique context of Palestinian ministries, where employee management practices play a crucial role in performance enhancement. The findings of this study successfully fulfilled all the research objectives. First of all, regarding the first research objective which direct to investigate the impact of TL on EP, HAW, and JB, the study revealed that TL significantly influences EP, HAW, and JB, demonstrating a positive effect on EP and HAW, while reducing JB. These findings align with leader-member exchange theory and path-goal theory, confirming the importance of transformational leadership in enhancing workplace outcomes in public-sector environments like Palestinian ministries.

Regarding the second objective which direct to examine the influence of EE on EP, HAW, and JB, the analysis showed that higher EE leads to increased EP and HAW, while

contributing to a reduction in JB. This supports the conservation of resources theory, showing how employee engagement can act as a resource that positively affects employee outcomes. The third research objective indicate to examine the influence of JS on EP, HAW, and JB. Regarding this objective, the results confirmed that increased JS has a detrimental impact on EP and HAW, while contributing to higher levels of JB. This highlights the critical role of stress management strategies in improving workplace well-being and performance. Finally, the fourth research objective indicates to investigate the mediating role of EE and JS between TL and employee outcomes. The results reveal that EE and JS were found to mediate the relationship between TL and the dependent variables, EP, HAW, and JB. EE positively mediates the impact of TL on these outcomes, while JS acts as a negative mediator, consistent with the study's hypotheses. The study offers both theoretical and practical insights for leadership development and employee management practices in Palestinian ministries, contributing to the broader body of leadership literature. The findings not only fulfilled the study objectives but also provide future researchers with avenues to explore the dynamics between these variables in different contexts.

7.3. Implications

This section discusses the theoretical and practical implications of this study's findings. Both types of implications are elaborated separately.

7.3.1. *Theoretical Implications*

This study provides several noteworthy theoretical implications for the understanding and application of TL, EE, JS, and related outcomes in the context of the Palestinian ministries. First, it reinforces the importance of TL in shaping employee outcomes. This corroborates the tenets of leader-member exchange theory (LMX), conservation of resource

theory, stakeholder theory, path goal theory, and social exchange theory, confirming the crucial role of transformational leaders in enhancing EE, reducing JS, and improving EP, HAW, and reducing JB. These findings enrich the existing leadership literature by providing a nuanced understanding of TL's role of TL in various outcomes within a unique context.

Second, this study emphasises the complex interplay between leadership, JS, and EE. The identified mediating roles of EE and JS offer a richer theoretical framework for understanding how TL influences key employee outcomes. This resonates with the propositions of conservation of resources theory, highlighting how JS (a form of resource depletion) and EE (a form of resource gain) can significantly influence employees' EP, HAW, and JB levels. Third, the study adds to stakeholder theory by underscoring the significance of managing and engaging key internal stakeholders (employees) in achieving favourable organizational outcomes. The finding that TL and EE can enhance EP and HAW while reducing JB has significant implications for stakeholder theory, particularly in the context of public-sector organisations such as Palestinian ministries.

Moreover, this research contributes to the path-goal theory by demonstrating how TL, through effective JS management and EE promotion, facilitates the attainment of desired employee outcomes, thus acting as a catalyst in employees' goal achievement. Finally, these findings bring an important contribution to the literature on organizational JS. The confirmation of JS as a significant mediator in various relationships provides a more intricate understanding of JS dynamics in workplaces. This can catalyse further research into JS management strategies, their effectiveness, and their role in mediating the relationships between leadership styles and diverse employee outcomes.

7.3.2. *Practical Implications*

The findings of this study have significant practical implications for leaders, HR practitioners, and policymakers, particularly in the context of Palestinian ministries and similar public sector organisations. First, given the demonstrated positive impact of TL on EE, EP, and HAW and its negative influence on JB, organisations should prioritise leadership development programs. Training initiatives that foster TL qualities, such as inspirational motivation, individualised consideration, and intellectual stimulation, could be instrumental in promoting favourable employee outcomes.

Second, this study highlights the mediating role of EE and JS between TL and key employee outcomes. From a practical standpoint, organisations should design EE strategies to keep their employees motivated and committed. EE can be enhanced by fostering a sense of purpose, facilitating employee involvement in decision-making, and recognising employee achievement. Furthermore, implementing JS management interventions, such as mindfulness workshops, counselling services, and flexible working hours, could help reduce JS levels, thus promoting EP and HAW while mitigating JB. Third, the study's findings underscore the importance of addressing employees' needs as key stakeholders. Organisations should cultivate an environment in which employees feel valued, respected, and heard. Establishing transparent communication channels, promoting diversity and inclusion, and providing avenues for growth and development can enhance employee satisfaction and retention.

Fourth, given the positive influence of TL on EP, leaders should align their leadership styles with their strategic objectives. They can set a clear vision, motivate employees to surpass their own interests for the team's benefit and challenge them to think creatively to enhance their EP levels. Finally, the study's findings have significant implications for

policymaking in the public sector. Governments could use these insights to design policies that foster TL and EE while mitigating workplace JS. For instance, policies can be formulated to ensure regular training for leaders, promote work-life balance, and prioritise mental health in the workplace.

7.4. Recommendations for Policymakers in Palestinian Ministries

Policymakers in Palestinian ministries play a crucial role in shaping the work environment and employee outcomes. Based on the findings of this study, the following recommendations can help address the issues of employee productivity, happiness at work, job burnout, and the impact of transformational leadership, employee engagement, and job stress. First, policymakers should prioritize the creation of training programs that focus on cultivating transformational leadership (TL) qualities among public sector leaders. This can include workshops and mentorship programs aimed at fostering inspirational motivation, individualized consideration, and intellectual stimulation to improve employee productivity, happiness, and reduce burnout. Second, stress was found to negatively impact employee outcomes. Therefore, wellness programs such as mindfulness training, mental health support services, and flexible work arrangements should be introduced across ministries. These measures will help alleviate job stress and contribute to better employee well-being and performance.

Third, policymakers should introduce strategies to foster employee engagement, such as giving employees greater involvement in decision-making processes, offering professional development opportunities, and recognizing their achievements. Such initiatives will contribute to higher levels of employee happiness, productivity, and lower levels of burnout. Fourth, establishing transparent communication channels between leadership and employees

will build trust and promote a sense of belonging among public sector workers. This includes clear policies on performance expectations, job roles, and how the leadership supports employee well-being. Finally, to mitigate job burnout, policymakers should consider implementing work-life balance policies, such as flexible working hours, telecommuting options, and adequate vacation periods. These measures will help employees maintain a healthy work-life balance and improve overall workplace satisfaction and performance.

7.5. Recommendations for Public Sector Employees in Palestinian Ministries

Public sector employees can also play an active role in improving their work environment and personal outcomes. The following recommendations are based on the study's findings and aimed at helping employees enhance their productivity, happiness at work, and reduce burnout. First, employees in leadership positions should aim to adopt transformational leadership practices, such as motivating their teams, showing individualized attention to employees, and encouraging innovation. This will not only improve employee productivity but also foster a positive and supportive work environment. Second, employees should actively seek out opportunities for professional growth and development. Engaging in training programs and acquiring new skills will not only increase their engagement with their work but also enhance their career progression and satisfaction.

Third, to combat job stress and burnout, employees should participate in available wellness programs such as mindfulness workshops or stress management seminars. Incorporating regular exercise, meditation, or other relaxation techniques can also help improve personal well-being. Fourth, employees should take an active role in establishing open and transparent communication with their leaders. By sharing their concerns, challenges, and successes, employees can contribute to building a more collaborative and supportive work

environment. Finally, employees should strive to maintain a healthy work-life balance by managing their workload effectively and utilizing available flexible work arrangements. Taking regular breaks and ensuring sufficient rest is essential for maintaining long-term productivity and happiness at work.

7.6. Recommendations for Further Research

This study offers several opportunities for future investigations in the areas of TL, EE, JS, and related outcomes. This study serves as a stepping stone for more in-depth and broader research. First, future studies could examine the role of individual personality traits in moderating the relationships explored in this study. For instance, researchers could investigate how employees' levels of resilience, optimism, or emotional intelligence influence the relationships between TL, EE, JS, and outcomes. Second, organizational factors, such as organizational culture or job characteristics, could be included in the theoretical model to provide a more comprehensive understanding of these relationships. Den Hartog and Belschak (2012b) suggest that organizational culture significantly influences the impact of TL on employee outcomes, a factor worth considering in future research.

Third, future studies could adopt a mixed-method or longitudinal design to obtain a more dynamic understanding of these relationships and overcome the limitations of the cross-sectional and quantitative approach used in the present study. Lastly, this study focused on Palestinian ministries. Future research could explore similar constructs in different geographical and organizational settings. It would be particularly interesting to understand these dynamics in high-stress environments such as healthcare or emergency services. For instance, Stordeur et al. (2001) suggested that the role of JS might be particularly pronounced in healthcare settings, indicating a valuable context for future investigations.

7.7. Limitations of the Research Study

Despite the significant contributions of this study, a few limitations need to be acknowledged, which can provide guidance for future research. First, it was conducted in the specific context of Palestinian ministries, thus limiting the generalisability of its findings. Contextual factors unique to Palestinian ministries, such as the political environment, institutional characteristics, and cultural context, may impact the relationships between the variables under study. Therefore, the findings might not be directly applicable to other organizational settings or geographical locations. Second, this study adopted a cross-sectional design and collected data at a single point in time. This approach does not capture the dynamic and potentially reciprocal nature of the relationships between TL, EE, JS, and employee outcomes. Longitudinal studies have provided a more comprehensive understanding of these relationships over time.

Third, the use of convenience sampling might have introduced a selection bias into the study, as participants were not randomly selected. Therefore, our sample may not be fully representative of the entire population of employees in Palestinian ministries, which may affect the robustness and generalisability of these findings. Fourth, we relied solely on self-report measures to collect data, which may have exposed the study to a common method bias. Employees' perceptions of TL, EE, JS, and their outcomes might be influenced by individual subjective experiences and may not completely reflect objective reality. Finally, although the study included several critical variables in the theoretical model, other relevant variables might not have been included. For instance, individual personality traits (Persson et al., 2017), organizational culture (Aghaei & sadat Asadi, 2020), and job characteristics can also play significant roles in shaping the relationships under study.

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Appendices

Appendix A: Questionnaire

Respected Ms/Sir,

Greetings!! Thank you for your interest in our research project. The aim of this research is to investigate the impact of transformational leadership on employee outcomes in the mediating role of employee engagement and stress. We request you to support us in this research by answering the questions which are given in this questionnaire. It will take around 5 minutes to fill this questionnaire. There are no right and wrong answers. As far as possible, filling instructions are provided for the questions. In order to answer any question, please ☒ the option that best suits you or best reflects your feelings.

This research project is complying with the general research ethics. Please note that you are under no obligation to respond to this questionnaire. Your participation in this research should be free of any coercion as well as collusion. In addition, I do not offer any financial or other benefits for responding to the questions given in this research. I will ensure the confidentiality of the respondents. The findings of this research will also be reported in aggregate.

Thank you in anticipation for your intended support!

SECTION 1

In this section, various questions about your demographics will be asked. Please answer by selection the option that matches to your requirements.

1- What is your gender?

☐ Male ☐ Female

2- How old are you?

☐ Less than 25 years ☐ 26 to 35 ☐ 36 to 45 ☐ 46 to 56 ☐ 56 and above

3- What is your highest level of education?

☐ Diploma ☐ Intermediate ☐ Graduation ☐ Masters ☐ PhD

4- What is your experience?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ Above 10 years

SECTION 2

In this section, various statements are presented to you. You are requested to share your level of agreement with these statements. You can do this by selecting suitable option, which is given in front of these statements. If you would select “5” then it would mean that you are strongly agreed with the statement. Likewise, if you would select “1” then it would mean that you strongly disagree with the statement. In order to select any option, you can encircle or tick the relevant option.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Sr#	Statements	Scale				
Transformational Leadership						
1	Our leadership gives personal attention to each employee.	1	2	3	4	5
2	Our leadership transmits a sense of mission to us.	1	2	3	4	5
3	My leadership increases my level of enthusiasm.	1	2	3	4	5
4	Our leadership emphasizes the use of my intelligence.	1	2	3	4	5
Productivity						
5	I accomplish tasks quickly and efficiently.	1	2	3	4	5
6	I set a high standard of task accomplishment.	1	2	3	4	5
7	I achieve a high standard of task accomplishment	1	2	3	4	5
8	I always beat our team targets.	1	2	3	4	5
Employee Engagement						
9	I find the work that I do full of meaning and purpose.	1	2	3	4	5
10	At my job, I feel strong and vigorous.	1	2	3	4	5
11	My job inspires me.	1	2	3	4	5
12	It is difficult to detach myself from my job.	1	2	3	4	5
13	I am proud of the work that I do.	1	2	3	4	5
Stress						
14	My job is extremely stressful	1	2	3	4	5
15	I feel a great deal of stress because of my job	1	2	3	4	5
16	I have so much to do that I have to work overtime.	1	2	3	4	5
17	My work is interrupted by delays caused by other persons or departments.	1	2	3	4	5
Happiness at Workplace						
18	I am satisfied with the salary.	1	2	3	4	5
19	The other incentives that I get are satisfactory.	1	2	3	4	5
20	The employer has provided me facilities as promised.	1	2	3	4	5
21	The society admires me because of my profession.	1	2	3	4	5
22	The management considers the opinion of employees in decision making.	1	2	3	4	5

Unlike above scales, for Job Burnout, if you would select “5” then it would mean that you always experience below mentioned conditions. Likewise, if you would select “1” then it would mean that you have never experienced below mentioned conditions. In order to select any option, you can encircle or tick the relevant option.

1. Never		2. Rarely		3. Sometimes		4. Often		5. Always			
		Job Burnout									
36	Tired						1	2	3	4	5
37	Disappointed with people.						1	2	3	4	5
38	Hopeless						1	2	3	4	5
39	Depressed						1	2	3	4	5
40	Worthless/like a failure						1	2	3	4	5

Thanks for your time and support!

