

Leadership Styles as Predictors of Job Involvement and Burnout among Bank Employees in Pakistan

Muneeb Ahmed Toor

Muneeb.ahmed@mukabbir.edu.pk

PhD/ Assistant Professor, Mukabbir University of Science and Technology, Gujrat

Namra Shahzadi

Namra.shahzadi@uog.edu.pk

PhD/Lecturer, Department of Psychology, University of Gujrat

Sarah Shirazi

shirazi1255@gmail.com

MS, Clinical Psychologist, Sharif Medical City Hospital Lahore

Corresponding Author: * Namra Shahzadi Namra.shahzadi@uog.edu.pk

Received: 20-07-2025	Revised: 24-08-2025	Accepted: 06-09-2025	Published: 20-09-2025
----------------------	---------------------	----------------------	-----------------------

ABSTRACT

Leadership plays a vital role in shaping employee well-being and performance, particularly in high-pressure service sectors such as banking. This study examined the impact of transformational, transactional, and laissez-faire leadership styles on job involvement and job burnout among bank employees in Sialkot, Pakistan. Using a cross-sectional design, data were collected from 173 employee's response rate = 86.5% through two-stage cluster sampling. Standardized instruments, including the Multifactor Leadership Questionnaire, Kanungo Job Involvement Scale, and Oldenburg Burnout Inventory, were employed. Regression analyses indicated that transformational leadership significantly predicted job involvement $\Delta R^2 = .110$, $F = 3.41$ while transactional leadership accounted for an additional 6% of variance $\Delta R^2 = .061$, $F = 3.66$. Transformational leadership also predicted job burnout $\Delta R^2 = .067$, $F = 2.41$, whereas transactional leadership explained 6.3% of variance in burnout $\Delta R^2 = .063$, $F = 4.83$, $p < .05$. Laissez-faire leadership demonstrated a significant negative association with burnout $\beta = -.52$. Moreover, job involvement positively predicted burnout $\beta = .31$, reflecting the cultural reality of Pakistani banks where strong work commitment often coexists with high occupational stress. These findings underscore the importance of effective leadership in enhancing employee engagement while mitigating burnout. The study contributes to the limited literature on leadership and employee well-being in Pakistan and suggests that organizations should promote transformational and transactional leadership practices to sustain workforce motivation and reduce stress.

Keywords. Leadership types, job involvement, burnout, bank employees, Pakistan

INTRODUCTION

Employees being humans are the most vital elements of any organizational setup. They not only possess tangible abilities to produce the material outcome through their pragmatic approach but also have the talent and the aptitude to synthesize the pride and pleasure associated with their merited performance (Ho & Kuvaas, 2020). In fact, they complement their realistic and practical skills by making an appropriate use of feelings and emotions. The employer having the art of handling the employees in a positive manner, eventually gains benefits beyond proportion (Shahzadi, & Toor, 2025). His strategy revolves around the human factors which enable the employees to use innovations and creativity to perform the

assigned tasks and take pride in their performance (Shahzadi, Arshad & Akhter, 2024). The employer acts as a leader and takes account of all activities being performed in the outfit. As he acknowledges the merited performance, the leader wins over the hearts and minds of the subordinates who also develop a sense of belonging towards their leader, assigned tasks and the organization. The workers accept the set goals as defined by their leader as their own objectives. The work proceeds well while the working spirit among the employees accelerates the engines of work (workforce). The working environment becomes conducive while detractors are eliminated. The organization starts functioning to its optimum capacity. The impact of employees as humans gets reinforced and the outcome becomes exemplary (Ahmed, 2020, Shahzadi, & Toor, 2025). The leader is a person who inspires others and makes the difference through setting personal example and making emphatic assertions to influence others with a view to convince the followers to have superior ideals of life and make concerted efforts to achieve their goals. A pragmatic leader leaves nothing to chance and stresses the idea that nothing is attainable without hard work (Shahzadi, & Toor, 2025). Thus, the leader advocates the philosophy of having better dreams and building wider phenomenal vision while focusing on the fact that only scrupulous and diligent workers have the capacity to turn their dreams into reality. Leaders having wider vision and positive thoughts are talented individuals who not only perform better but also realize the need for change and consequently develop strategies to effect change (Melum, 2002; Snyder & Shorey, 2003).

Two most critical positive leadership styles rose up out of the full range leadership theory are transformational and value-based transactional that spotlights on a positive association with their subordinates, and they likewise like the inventiveness and flexibility of expressivity (Bass & Stogdill, 1990, ul Nisa, Asher & Shahzadi, 2025). Transformational authority involves five sub-measurements including; 1) Idealized Influence (attributed) which alludes to the impact of pioneer on subordinates, self-assurance of pioneer, and consistency in practices in this manner devotees attempt to emulate their pioneers, give them regard, and respect them; 2) Idealized Influence (behaviour) that is identified with pioneer's practices, caring acts, and good contemplations for building a typical vision about the association; 3) Inspirational Motivation is that able pioneer shares his vision, energizes diligent work, and characterizes essential objectives plainly; 4) Intellectual Stimulation that alludes to the pioneer incitement of people to have the capacity to be innovative and superb by acquainting thoughts and early arrangements with issues and 5) Individualized Consideration that alludes to pioneer relations and joint people's necessities with the authoritative reason by appreciating subordinates' needs of development and achievement (Bass & Avolio, 1994). Transactional style of leadership is reached out from transformational initiative. In value-based initiative, there exists a corresponding trade process including a pioneer and his/her subordinates; superior desires are being communicated, an animating picture is verbalized, and individualized help is given (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Value-based style contains three fundamental factors; 1) Contingent Reward given by the pioneer to his subordinates upon objective accomplishment; 2) Management by Exception (Active) in light of constant checking of subordinates for blunder free and great stream of work and 3) Management by Exception (passive) where pioneer just meddles when botch happens (Shahzadi, Arshad & Akhter, 2024).

Job involvement has been characterized as how much a man recognizes mentally with his work or the significance of work in his aggregate mental self portrait, moreover, as how much a man's work execution influences his confidence (Rotenberry & Moberg, 2007, ul Nisa, Asher & Shahzadi, 2025). High job involvement increments hierarchical yield and outcome by making it a pleasant experience under steady and supportive supervision (Emery & Barker, 2007). Individual choice to leave or settle on a specific occupation as a profession is affected by job involvement (Hafer & Martin, 2006).

Organizational success depends upon worker's work engagement, but its paucity may lead to job burnout. For both employers and employees job burnout is a rising issue and a matter of concern (Ali & Shahzadi,

2025). Burn-out has a damaging impact on employees and organizations at large. Therefore, there is a dire need to probe the matter further to identify variables and factors causing burnout (Brewer & Clippard, 2002). Banks provide services to thousands of people on daily basis (Shahzadi et al., 2025). Employees interact with people, listen to them and resolve their issues besides providing services. Their day-to-day job is challenging, so the employees are meant to be completely involved in their jobs and they must have leadership qualities or at the least be influenced by their immediate authority's leadership qualities. Those with leadership qualities will have the required impact on their jobs, services, subordinates and customer satisfaction. This area is left unexplored in Pakistan. There is a need to explore it and find results to see where we stand. Hence this study investigates these two variables in banks of Sialkot city. This motivated me to choose this topic.

Some gaps need to be filled to seek out the relationship between transactional and transformational styles of leadership with all their respective factors job involvement and job burnout in Pakistan. The existing gaps as explored in the literature needs to be incorporated and this study will provide information to meet up the requirement (Shahzadi et al., 2025). There are a handful of researches available in coherence to our culture regarding leadership styles, job involvement and job burnout. This study aims to fill the existing gap of how employees' job is affected due to the leadership qualities of the authority. The study would be helpful in giving the comprehension about the scenario of public and private sector firms and their designations about the job and job demands plus it would also reveal the facts about the employees' working stamina and if they are facing burnout (Ali & Shahzadi, 2025).

In most of our banks after getting a job one has to complete probation time that is mostly two years. After probation time she/he gets status of regular employee. For this reason, bank employees having two years job experience will be included as sample participants. The study will investigate the relationship between perceived leadership styles and bank employees' job involvement and job burnout among bankers of Sialkot City.

METHODS AND MATERIAL

The objectives of the study are to establish empirical based evidence to check impact of perceived leadership styles on job involvement and job burnout.

Population

The study targeted bank employees from major branches in Sialkot working under managers or operations managers, as leadership style directly influences their job involvement. The banking sector in Pakistan is highly demanding, where reprimanding and strict supervision are common practices. Out of 34 banks operating nationwide, 22 are active in Sialkot, an industrial hub. Together, these banks run 503 major branches, forming the population for this study.

Sample

A two-stage cluster random sampling technique was applied. In the first stage, 20 major bank branches were randomly selected from the 503 branches operating in Sialkot City. In the second stage, 10 employees from each selected branch were randomly chosen, yielding a sample of 200 employees. Only individuals aged 26 or above with at least two years of work experience (completion of probation) were included. To ensure equal probability of selection (EPSEM), only major branches were chosen, as their cluster sizes were relatively uniform. From the 20 selected banks, an average of 30.75 employees per branch yielded a total pool of 615 employees. From this pool, 200 employees were randomly chosen to form a representative sample of bank employees in Sialkot City.

Response Rate

A sample of 173 bank employees working under bank managers or operational managers (men = 112, women = 61) from private and public sector (private = 134, public = 39) successfully participated in the study. 27 forms were either discarded because of over writing, cutting and missing responses on items or were never returned by the participants. So the response rate was calculated against desired 200 participants and it came to be 86.50%.

Instruments

- **Multifactor Leadership Questionnaire (MLQ).** The Multifactor Leadership Questionnaire (Bass & Avolio, 1994) was used to assess transformational, transactional, and laissez-faire leadership styles. It consists of 36 items measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Previous studies (Antonakis et al., 2003) have reported strong reliability and validity for this instrument. For the present study, the items were modified to capture perceived leadership, replacing self-referential statements ("I") with third-person references ("he/she").
- **Job Involvement Scale.** The Job Involvement Scale developed by Kanungo (1982a) was employed to measure employees' psychological identification with their work. It is a unidimensional scale consisting of 10 items without subscales, administered in its original English version. Responses were recorded on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The scale has demonstrated high internal consistency, test-retest reliability, and construct validity in previous research.
- **Oldenburg Burnout Inventory.** Though this scale is based on the theoretical work of Cherniss (1980) but it was developed into a reliable and valid measure by Demerouti et al. (2003). It measures feelings of exhaustion and disengagement from work. It is virtually applicable to any profession, occupation or job. It contains both positively and negatively worded items for both sub facets i.e. exhaustion and disengagement. Each question is scored from 1 (low burnout) to 4 (high burnout). Items marked [R] reverse coding was used – a negative response indicates high burnout and a positive answer indicates low burnout.

PROCEDURE

Permission was obtained from bank authorities to approach employees working under managers and operations managers in Sialkot City. Participants were informed about the purpose of the study, assured of confidentiality, and asked for voluntary consent before completing the questionnaires. Data were collected during working hours using paper-and-pencil surveys. A total of 200 questionnaires were distributed, of which 173 were returned complete, yielding a response rate of 86.5%. Standardized instructions were provided, and participants were encouraged to respond honestly without time pressure. Incomplete or invalid responses (n = 27) were excluded from the final analysis.

Ethical Considerations

The study was conducted in accordance with standard ethical research guidelines. Formal permission was obtained from the respective bank authorities prior to data collection. Participants were informed about the purpose of the research, assured of the confidentiality of their responses, and told that their participation was entirely voluntary. Written informed consent was secured, and participants were given the right to withdraw at any stage without penalty. Data were used strictly for academic purposes, and no identifying information was disclosed.

RESULTS

Table. 1

Reliability Analysis of Study Scales (N = 173)

Scale	Items	Cronbach's α
Multifactor Leadership Questionnaire	36	.84
Job Involvement Scale	10	.71
Oldenburg Burnout Inventory	16	.60

Table 1 MLQ showed high internal consistency $\alpha = .84$ while the Job Involvement Scale demonstrated acceptable reliability $\alpha = .71$. Table also indicated that The Oldenburg Burnout Inventory had a lower alpha $\alpha = .60$ which shows moderate reliability, possibly due to cultural variations in reporting burnout. Overall, the scales were deemed suitable for assessing leadership, involvement, and burnout in Pakistani bank employees.

Table. 2

Correlation Matrix of Study Variables

Sr#	Variables	1	2	3	4
1	TRANSF		.64**	0.13	0.14
2	TRANS			0.08	-0.03
3	JI				.26**
4	JB				
	M	75.64	41.51	35.53	45.05
	SD	11.21	6.17	6.18	7.05
	A	0.84	0.53	0.71	0.6

Note: TRANSF = Transformatioal Leadership, TRANS = Transactional Leadership, JI = Job Involvement, JB = Job Burnout, M = Mean, SD = Standard Deviation, α = Cronbach Alpha

The results show a strong positive correlation between transformational and transactional leadership ($r = .64$, $p < .01$). Job involvement was positively associated with transformational leadership ($r = .13$) and significantly correlated with job burnout ($r = .26$, $p < .01$). Transactional leadership showed weak and non-significant relationships with both job involvement and burnout. Overall, transformational leadership emerged as the most influential style in relation to employee outcomes.

Table. 3

Multiple Regression Analysis of Perceived Leadership Styles as Predictors of Job Involvement among Bank Employees

Variables	B	ΔR^2	F
Model 1 (TRANSF) ($R^2 = .155$)		.110*	3.411
IIA	-.259		
IIB	-.207		
IM	-1.121*		
IC	.710*		
IS	.852*		

Model 2 (TRANS) ($R^2 = .061$)		.044*	3.665
CR	.58*		
MBE-A	-.10		
MBE-P	-.08		

Regression analysis showed that transformational leadership significantly predicted job involvement, explaining 11% of the variance ($\Delta R^2 = .110$, $F = 3.41$, $p < .05$). Within its subscales, Inspirational Motivation ($\beta = -.12$), Individualized Consideration ($\beta = .71$), and Intellectual Stimulation ($\beta = .85$) emerged as significant predictors. Transactional leadership accounted for 6% of variance in job involvement ($\Delta R^2 = .061$, $F = 3.66$, $p < .05$), with Contingent Reward ($\beta = .58$) as the strongest positive predictor. Management by Exception (active and passive) showed weak, non-significant effects.

Table 4

Multiple Regression Analysis of Perceived Leadership Styles as Predictors of Job Burnout among Bank Employees

Variables	B	ΔR^2	F
Model 3 (TRANSF) ($R^2 = .114$)		.067*	2.412
IIA	.241		
IIB	.488		
IM	-.613*		
IC	-.492*		
IS	.551		
Model 4 (TRANS) ($R^2 = .079$)		.063*	4.836
CR	.664*		
MBE-A	-.336*		
MBE-P	-.256*		

Transformational leadership predicted 6.7% variance in job burnout ($\Delta R^2 = .067$, $F = 2.41$, $p < .05$), with Inspirational Motivation ($\beta = -.61$) and Individualized Consideration ($\beta = -.49$) reducing burnout levels. In contrast, transactional leadership explained 6.3% variance ($\Delta R^2 = .063$, $F = 4.83$, $p < .05$), where Contingent Reward ($\beta = .66$) increased burnout, while Management by Exception–Active ($\beta = -.34$) reduced it slightly. Management by Exception–Passive ($\beta = -.26$) also showed a weak negative link. Overall, leadership style played a modest but significant role in predicting burnout among bank employees.

Table. 5

Regression Analysis of Laissez-Faire Leadership and Job Involvement as Predictors of Job Burnout among Bank Employees

Variables	B	ΔR^2	F
Model (LaisF) ($R^2 = .067$)	-.52***	.062***	12.35
Model (JI) ($R^2 = .071$)	.305*	.066*	13.136

Laissez-faire leadership significantly and negatively predicted job burnout ($\beta = -.52$, $\Delta R^2 = .062$, $F = 12.35$, $p < .001$), suggesting employees perceived less burnout under non-interventionist leadership. Job involvement also significantly predicted burnout ($\beta = .31$, $\Delta R^2 = .066$, $F = 13.14$, $p < .01$), indicating that higher work involvement contributed to increased strain. Together, these findings highlight the complex role of leadership and involvement in shaping employee well-being.

DISCUSSION

The present study examined how different leadership styles (transformational, transactional, and laissez-faire) predict job involvement and burnout among bank employees in Sialkot city. The correlation and regression analyses provide several insights, some consistent with prior work and some that extend local understanding.

Firstly, the strong positive correlation between transformational and transactional leadership ($r = .64$, $p < .01$), and the significant prediction of job involvement by transformational leadership ($\Delta R^2 = .110$, β coefficients for IM, IC, IS) align with recent findings that transformational leadership enhances engagement and involvement among employees. For example, Zaib, Ul Haq, and Kashif (2022) reported that transformational leadership had a positive influence on employee performance through work engagement, particularly during stressful times such as the COVID-19 pandemic in Pakistan. This supports our result that leaders who are inspirational, intellectually stimulating, and considerate encourage higher job involvement among bank employees. Secondly, transactional leadership also predicted job involvement but to a lesser extent ($\Delta R^2 = .061$). The positive role of contingent reward in transactional leadership matches earlier studies in Pakistan, where transactional behaviors were found to significantly influence outcomes, although the effect size tends to be smaller compared to transformational style (Zaib et al., 2022, Shahzadi et al., 2025).

Regarding burnout, transformational leadership again showed a significant though negative effect on burnout ($\Delta R^2 = .067$), with subcomponents like Inspirational Motivation and Individualized Consideration being negatively associated with burnout. This finding is consistent with the work of Khan, Chughtai, and Zhiqiang (2025), who demonstrated that empowering and supportive leadership behaviors reduce burnout by enhancing employee resources (ul Nisa, Asher & Shahzadi, 2025). Interestingly, transactional leadership in our study showed both positive and negative associations with burnout. While Contingent Reward ($\beta = .66$) appeared to increase burnout, Management by Exception–Active ($\beta = -.34$) slightly reduced it. This dual effect may reflect the nature of transactional leadership, which provides clarity and rewards but may also exert pressure that contributes to strain.

Laissez-faire leadership was shown to significantly and negatively predict burnout ($\beta = -.52$, $\Delta R^2 = .062$, $p < .001$), suggesting that employees perceived higher burnout when leaders avoided responsibility. This aligns with international research showing that passive or non-leadership behaviors are strongly linked with employee stress and exhaustion (Skogstad et al., 2019). Although local studies are limited, our findings extend the global evidence to the Pakistani banking sector, confirming that laissez-faire leadership exacerbates stress in high-demand contexts.

Another noteworthy finding was that job involvement positively predicted burnout ($\beta = .305$, $\Delta R^2 = .066$, $p < .01$). This suggests that while high involvement may increase performance, it can also heighten the risk of burnout, particularly in high-pressure jobs. Similar evidence was reported by Nazir, Sanm, and Ayyaz (2022), who found that high-involvement practices in Pakistani banks improved engagement but simultaneously elevated job demands, which contributed to employee exhaustion. This paradox highlights the need for balancing involvement with adequate organizational support.

These findings have both theoretical and practical implications. Theoretically, they support a leadership-based model of employee outcomes where both job involvement and burnout are influenced by active leadership behaviors (transformational and transactional) and passive leadership behaviors (laissez-faire). Practically, bank management should promote transformational leadership behaviors such as inspirational motivation and individualized consideration, while reducing laissez-faire tendencies. Monitoring job

involvement is also crucial to ensure that excessive commitment does not translate into psychological strain.

In Pakistan, the banking sector is characterized by long working hours, hierarchical structures, and high-performance expectations. Employees often face workload pressures alongside cultural norms that discourage voicing stress or dissatisfaction. In this context, transformational leadership may be particularly effective, as its emphasis on support and individualized concern aligns with employees' need for recognition and humane treatment. Conversely, laissez-faire leadership is especially detrimental, since lack of guidance or support may be perceived as neglect or disrespect in a collectivist culture. Furthermore, the positive link between job involvement and burnout reflects the local reality where high commitment often translates into extended working hours, unpaid tasks, and pressure to conform to organizational demands. As Nazir et al. (2022) argue, balancing work involvement with adequate support mechanisms is crucial in the Pakistani context. Therefore, leadership training programs tailored to the cultural and organizational realities of Pakistan are essential for promoting employee well-being and reducing burnout in the banking industry.

CONCLUSION

This study highlights that leadership styles play a crucial role in shaping employee outcomes in Pakistan's banking sector. Transformational leadership significantly improved job involvement and reduced burnout, while transactional leadership showed modest positive effects on involvement but mixed links with burnout. In contrast, laissez-faire leadership increased burnout, underscoring the harm of passive management. Job involvement itself predicted higher burnout, reflecting the paradox of strong work commitment in demanding workplaces. Overall, the findings emphasize the need for banks to cultivate supportive and transformational leadership, reduce passive practices, and implement well-being initiatives to balance employee engagement with sustainable mental health.

LIMITATIONS AND SUGGESTIONS

Although data were collected from 20 sample frames, 23 questionnaires had to be discarded due to incomplete or careless responses, reducing the final sample size. Future studies should consider larger samples that include more research-oriented participants. Another limitation was gender imbalance, as more men participated than women; subsequent research should aim for a more balanced representation. Additionally, the MLQ was administered as a self-report measure, with employees rating their managers, which may introduce bias; future studies could include supervisors' self-assessments for comparison. Finally, since data were collected from a single city, the findings cannot be generalized to the entire banking sector of Pakistan.

ACKNOWLEDGMENT

The authors would like to express sincere gratitude to the bank authorities for granting permission to conduct this research and to all employees who generously participated in the study. Their cooperation and valuable time made this work possible. Appreciation is also extended to colleagues and mentors who provided guidance and constructive feedback throughout the research process.

REFERENCES

- Ahmed, R. (2020). *The impact of leadership on organizational performance: A review of literature*. International Journal of Business and Management Review, 8(4), 12–22. [10.35940/ijrte.C6158.098319](https://doi.org/10.35940/ijrte.C6158.098319)
- Ali, S., & Shahzadi, N. (2025). Urdu Adaptation and Validation of Team Process Survey Measure for Firefighters. *Pakistan Research Journal of Social Sciences*, 4(1). Retrieved from <https://prjss.com/index.php/prjss/article/view/256>
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261–295. [https://doi.org/10.1016/S1048-9843\(03\)00030-4](https://doi.org/10.1016/S1048-9843(03)00030-4)
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications* (3rd ed.). Free Press.
- Brewer, E. W., & Clippard, L. F. (2002). Burnout and job satisfaction among student support services personnel. *Human Resource Development Quarterly*, 13(2), 169–186. <https://doi.org/10.1002/hrdq.1022>
- Cherniss, C. (1980). *Staff burnout: Job stress in the human services*. Sage.
- Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment*, 19(1), 12–23. <https://doi.org/10.1027//1015-5759.19.1.12>
- Emery, C. R., & Barker, K. J. (2007). The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communications and Conflict*, 11(1), 77–90. <http://dx.doi.org/10.34306/conferenceseries.v3i2.469>
- Hafer, J. C., & Martin, T. N. (2006). Job involvement or affective commitment: A sensitivity analysis study of apathetic employee mobility. *Journal of Behavioral and Applied Management*, 7(3), 264–277. <http://dx.doi.org/10.21818/001c.16695>
- Ho, V. T., & Kuvaas, B. (2020). Human resource management systems, employee well-being, and firm performance: An integrative review. *Human Resource Management Review*, 30(4), 100765. <https://doi.org/10.1016/j.hrmr.2019.100765>
- Kanungo, R. N. (1982a). Measurement of job and work involvement. *Journal of Applied Psychology*, 67(3), 341–349. <https://doi.org/10.1037/0021-9010.67.3.341>
- Khan, A., Chughtai, M. S., & Zhiqiang, M. (2025). Empowering leadership and occupational burnout: The moderated mediation model. *BMC Psychology*, 13(1), 1–13. <https://doi.org/10.1186/s40359-025-02492-8>
- Melum, J. R. (2002). Leadership effectiveness: A review of the literature. *Leadership & Organization Development Journal*, 23(5/6), 292–298. <http://dx.doi.org/10.58355/historical.v2i4.88>
- Nazir, S., Sanm, J., & Ayyaz, A. (2022). Impact of high-involvement work practices on job demands and employees' burnout: Evidence from Pakistan's banking sector. *Journal of Tourism, Hospitality and Services Innovation Research*, 6(1), 15–28. <https://doi.org/10.37231/jmtip.2020.1.2.24>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Rotenberry, P. F., & Moberg, P. J. (2007). Assessing the impact of job involvement on performance. *Management Research News*, 30(3), 203–215. <https://doi.org/10.1108/01409170710733278>

- Skogstad, A., Hetland, J., Glasø, L., & Einarsen, S. (2019). Is avoidant leadership a root cause of subordinate stress? *International Journal of Stress Management*, 26(1), 75–84. <https://doi.org/10.1037/str0000094>
- Shahzadi, N., Arshad, M., & Akhter, A. (2024). Workplace Bullying and Work-Related Stress Among Pakistani Working Women: A Comparative Study. *Pakistan Journal of Law, Analysis and Wisdom*, 3(5), 54-60. <https://pjlw.com.pk/index.php/Journal/article/view/v3i5-54-60>
- Shahzadi, N., Maqsood, M., Arshad, M., & Toor, M. A. (2025), Perceived Social Support, Quality of Life and Satisfaction among Patients with Chronic Conditions: A Correlational Study. (2025). *Research Journal for Social Affairs*, 3(2), 573-580. <https://doi.org/10.71317/RJSA.003.02.0232>
- Shahzadi, N., & Toor, M. A. (2025). Personality Predictors of Job Performance: Evidence from the Big Five Model in a Pharmaceutical Workforce. *Research Journal for Social Affairs*, 3(5), 67-72. <https://doi.org/10.71317/RJSA.003.05.0302>
- Snyder, C. R., & Shorey, H. S. (2003). Hope and leadership: Strengths-based development. *Journal of Leadership & Organizational Studies*, 9(2), 91–100. <https://doi.org/10.1177/107179190300900208>
- ul Nisa, T., Asher, R., & Shahzadi, N. (2025). Motivational Leadership in Iqbal's Poetry: A Pathway to Student Career Planning. *International Premier Journal of Languages & Literature*, 3(2), 742-757. <https://ipjll.com/ipjll/index.php/journal/article/view/140>
- Zaib, S., Ul Haq, I., & Kashif, M. (2022). The impact of leadership styles on employee performance during COVID-19: Evidence from Pakistan's banking sector. *Journal of Finance and Accounting Research*, 4(2), 1–12. <https://doi.org/10.32350/jfar.42.01>