

The Influence of Leadership Style On Employee Performance: Systematic Literature Review

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Abstract

Systematic literature review offers a comprehensive review of research articles related to the influence of leadership style on employee performance. Data were obtained from various articles on the influence of leadership style on employee performance in journals and conference proceedings. Three categories have been distinguished based on studies of transformational leadership styles, paradoxical and transactional. The preparation of this systematic literature review uses the Preferred Reporting Item For Systematic Review and Meta Analysis method from several studies that have a relationship with the influence of work leadership style on employee performance. Data collection uses the Population, Intervention, Comparison, and Outcome methods using two accesses, namely Science Direct and Cambridge e Journals. A total of 148 data were filtered with data inclusion criteria so that 30 data were obtained according to the eligibility standard. The results of research from a review of several journals that the style of a leader is trying to solve this problem by approaching each employee to build an emotional approach so that the relationship between leaders and employees can run well. So there is a need to develop the company more advanced.

Keywords: Systematic literature review, Leadership Style, Employee Performance.

1. Introduction

The function and development of each organization today depends on the characteristics of its leaders. To manage an organization, not only vision and efficient communication of that vision are required, but also skills related to motivating people. It seems clear that proper leadership is needed. However, what is understood by the term “proper leadership” has changed over the years (Ali et al., 2020).

Changes in the business environment, including new requirements from corporate stakeholders, affect the way organizations should be managed. Another such change is the global shift towards sustainability. Traditional development theory – which remained in effect until the 1970s – considered development in terms of economic growth, and traditional leadership was profit-oriented only. Today's leaders must find a balance between the individual pillars of sustainable development (environmental, social and economic goals), which are interrelated (Ángele and Quiñoá, 2022).

This study focuses on leadership style which is defined as the behavioral characteristics or behavior patterns of a leader when directing, guiding and motivating groups of people, influencing – in turn – the behavior of followers, the answer to the question “how does the leader lead?”. The subject literature distinguishes many styles of leadership – from traditional, such as the transactional leadership included

in the typology by Bass, to modern concepts, such as agile leadership. Many previous studies developed a set of characteristic behaviors of a leader assigned to a particular leadership style and introduced measuring tools that help identify a particular leadership style (Fan et al., 2021) .

Various styles of leadership styles that are treated as independent variables have been explored in the context of their contribution to sustainable development, or in more detail, to organizational sustainable performance (SP). The latter reflects “the ability of the organization to meet the needs and expectations of customers and other stakeholders in the long term, balanced by effective management of the organization, by the awareness of organizational staff, by learning and implementing appropriate improvements and innovations” The notion of sustainability may be broadly defined and related with processes and outcomes that occur at different levels (eg, individual, group level) and are measured differently. The same is with regards to SP which can even be treated as a green strategy. However, in this paper SP is treated as a research construct that is operationalized and associated with the dependent variable, organizational results (results) from implementing sustainability-oriented activities, actual and observable outputs of companies (measured against intended outputs). Bunjak et al. lists a set of organizational SP indicators used by the company (eg, company turnover – for economic performance, water consumption – for environmental performance, and contribution to society – for social performance) (Bunjak et al., 2022) .

The SP definition presented above offers some of the characteristics of a leadership style that is appropriate in the current business function situation. Although some authors emphasize that transformational leadership contributes to broadly defined SP through establishing responsible practices and behaviors, others explore the positive effects of servant leadership and responsible leadership. There are also authors who focus on sustainable leadership. A literature review conducted by Santana on sustainable human resource management performance found that sustainable leadership is an underdeveloped and marginalized topic. In turn, Tosun et al., (2022) stated that leadership in general is a multifaceted phenomenon that needs to be explored more closely.

Seeing from the description above it is very clear that one of the factors that influence employee performance is leadership style. Therefore researchers in the journal review related to this matter took the title "Leadership Style on Employee Performance".

The purpose of this literature review is to synthesize the published research related to the effect of leadership style on employee performance. Thus, this study focuses on: leadership style on employee performance obtained through previous research. Sources of research data using secondary sources from previous studies.

2. Classification Framework

This review paper summarizes the study of different leadership styles and leadership behaviors on employee performance. Three different categories have been distinguished to study leadership styles and the influence of various parameters. In the leadership process, style and behavior issues arise due to various aspects of making appropriate, fast and efficient policies.

The study of transformational leadership style

This theme is related to intellectual stimulation; ideal influence; individual considerations; and inspirational motivation.

The study of the Paradox leadership style

This theme is concerned with maintaining selfishness while demonstrating people-centeredness, maintaining hierarchical differences while forming interpersonal bonds with employees, treating employees consistently while simultaneously taking individual considerations into account, enforcing job requirements while allowing flexibility, and maintaining decision control while allowing autonomy. These five elements can be combined into a global indicator to collectively represent paradoxical leadership in the workplace.

The study of transactional leadership style

This theme relates to Transactional Leadership remaining dominant over the laissez just style and the transformational leadership style. Furthermore, conscientiousness, friendliness and personality factors are positively related to transactional leadership.

3. Research Methods

This systematic literature review was put together using PRISMA (Preferred Reporting for Systematic Review and Meta Analysis). Citing research on studies related to behavioral theory about how leadership affects performance. The data collection method for this comprehensive literature is by utilizing the science direct database and Cambridge e journals . To collect data sources used the PICO (Population, Intervention, Comparison, and Outcome) method.

PICO METHOD	DESCRIPTION
Population	Employees or Staff or Labor
Intervention	Leadership Style
Results	Performance improvements

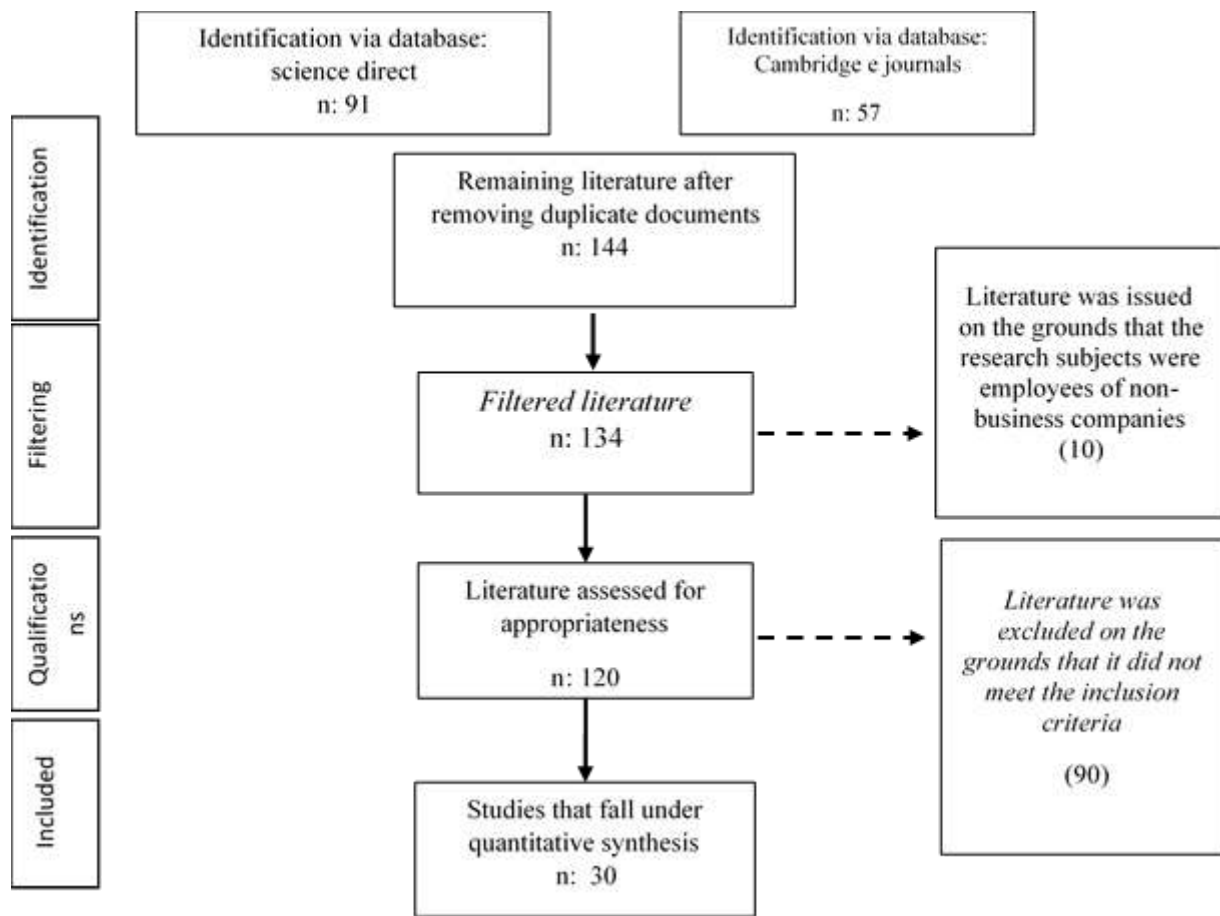
Data inclusion criteria

criteria will be used in a systematic literature review to assess various research designs:

TYPE	INCLUSION
Literary Type	Research Articles
Publication Year	2017-2022
Original Literature	International Literature
Language	English Literature
Standard Literature	Literature indexed index 1 to 3 (<i>Science direct and Cambridge ejournals</i>)
Sample	Leaders and or Employees of Business Companies
Research methods	Correlation

Synthesis Data

The PRISMA technique was used in this study for classification. The data from the extraction process is filtered. Below is a PRISMA flow chart exemplifying a resource management strategy.



General Characteristics of Literature Review

The literature to be checked for reasonable validity generally exhibits the following characteristics. Summary and discussion points of the selected literature are included in general characteristics as tables and descriptions. Data inclusion criteria refer to general characteristics in this literature review. In the year of publication 7% in 2018, 13% in 2019, 20% in 2020, 23 in 2021, 27 in 2022. Any information used in this research is taken from published works with two (2) categories of excellent subjects and employees and correlational research design. There is 15% literature on workers and company employees and executives, and 85% material on employee research. To conduct a literature review, the authors collect data. found 30 English-language international literature that met the data inclusion criteria.

4. Discussion

The study of transformational leadership styles

The concept of TL theory was first put forward by Eluwole et al., (2022) while trying to explore "world-class leaders" and was further refined by Hoang et al., (2022) and Russell et al., (2018) . Burns defines TL as the ability of leaders to motivate their followers to achieve organizational goals rather than focusing on self-interest. Russell et al., (2018) suggested that transformational leaders exhibit four main characteristics: intellectual stimulation; ideal influence; individual considerations; and inspirational motivation.

Inspirational motivation is considered a leader's ability to develop and express a vision and to set challenging goals for employees Audenaert et al., (2021) . Idealized influence describes an environment

in which followers feel admired and have confidence in and follow their leader. According to Audenaert et al., (2021) , individual consideration is the ability of leaders to focus on individual needs for development and achievement while understanding them as their mentor or coach. Intellectual stimulation occurs when transformational leaders reassess current assumptions, habits, and beliefs in an organization to recommend more ideas and new ways to accomplish tasks. Through work support structures, leaders encourage their subordinates to develop fresh leadership perspectives through intellectual stimulation. Through inspiration and charm, leaders can be perceived as individuals who can help and care for their subordinates individually (Lorena & Bilawal, 2022) .

Transformational leadership refers to an approach in which leaders motivate followers to identify with the goals and interests of the organization and to perform beyond expectations (Mullen et al., 2017) . Transformational leadership plays an important role in causing the changes necessary for effective management (Malibari & Bajaba, 2022). As suggested by Dey et al., (2022) , “transformational leaders have the ability to transform organizations through their vision for the future, and by clarifying their vision, they can empower employees to take responsibility for achieving that vision.” These leaders typically display four distinct behaviors: ideal influence, inspirational motivation, intellectual stimulation and individual consideration (Weber et al., 2022) . In short, idealized influence, or "charisma," refers to leaders who exhibit high standards of moral and ethical behavior. They are confident, held in high esteem personally and act as strong role models for followers (Eliyana et al., 2019) . Inspirational motivation involves energizing followers by articulating a motivating and exciting vision (Peng et al., 2023) . Transformational leaders inspire followers to share their vision and empower them to achieve it (Patzelt et al., 2021) . Intellectual stimulation refers to leaders encouraging follower creativity, presenting new challenging ideas and different ways to solve problems (She et al., 2020) . Finally, individual consideration involves paying attention to followers' individual needs for achievement and growth, as well as providing coaching and mentoring (Vieira et al., 2021) .

TABLE 1
The Study Of Transformational Leadership Styles

Reference	Title	Sample	Types of research	Findings
(Ali et al., 2020)	An approach to employee performance through work environment variables and leadership behavior	Employee	Correlation	These findings support the need for managers to use positive leadership to manage human resources. This paper contributes to the advancement of knowledge of employee job performance through identifying the combinations of conditions that may lead to the presence or absence of this important organizational outcome. Directions for future studies are commented at the end of the paper.
(Ángeles López-Cabarcos et al., 2022)	A positive human health perspective on how spiritual leadership interweaves its influence on employee safety performance: The role of harmonious safety passion	Employee	Correlation	Our findings contribute to the literature by signaling the role of spiritual leadership and harmonious safety passion in shaping employee safety behavior, which goes beyond self-imposed employee safety behavior and includes voluntary safety-related behavior. These findings also carry useful practical implications for managers that can help them curb issues related to workplace safety.
(Fans et al., 2021)	Can ethical leadership inspire employee loyalty in hotels in China? -From the perspective of social exchange theory	Employee	Correlation	Psychological ownership and organizational justice are two mechanisms mediating this linkage. In addition, a power distance orientation moderates the effect of ethical leadership on this psychological process. Theoretical and practical implications of these findings are discussed accordingly.

(Bunjak et al., 2022)	Context is key: The shared role of transformational and shared leadership and innovation management in predicting employee adoption of IT innovations	Employee	Correlation	The study findings reveal that shared leadership mediates the relationship between perceived transformational leadership and followers' adoption of IT innovations at the individual level. In addition, organizational-level management innovation moderates the relationship between transformational leadership and IT innovation adoption, which is mediated by shared leadership. Overall, our findings suggest that transformational leadership has the power to motivate followers to lead themselves towards implementing digital change. Our studies contribute to shaping a multi-level organizational context that promotes the adoption of IT innovations in the workplace.
(Tosun et al., 2022)	Effects of green transformational leadership on employee green performance through the mediating role of corporate social responsibility: Reflections from North Cyprus	Employee	Correlation	This study identifies a critical interrelationship of CSR principles in linking restaurant managers' GTL with organizational GPs by employees (eg, waste management, energy efficiency, local sourcing, reuse, and recycling) in ecologically sensitive island destinations. Theoretical and practical implications and suggestions for future research are discussed.
(Lorena & Bilawal, 2022)	Employee performance under transformational leadership and organizational citizenship behavior: The mediated model	Employee	Correlation	This study also expands the literature by examining the mediating effects of organizational citizenship behavior and provides a new direction for researchers to study transformational leadership and organizational citizenship behavior.
(Mullen et al., 2017)	Employer safety obligations, transformational leadership and their interactive effects on employee safety performance	Employee	Correlation	Leadership also acts as a moderator so that the relationship between perceived employer safety obligations and safety outcomes (safety compliance, safety participation, safety attitudes) is stronger when safety-specific transformational leadership is high, than when it is low. We provide the theoretical and practical implications derived from this research and suggest directions for future research aimed at improving safety performance behaviors and attitudes in organizations.
(Malibari & Bajaba, 2022)	Entrepreneurial leadership and employee innovative behavior: A sequential mediation analysis of innovation climate and employee intellectual agility	Employee	Correlation	These findings allow leaders to define their critical role in driving innovation in their business and building an ideal culture and climate for innovation. It also allows leaders to create innovative arrangements to encourage employees to share ideas and concepts in a confident manner. A discussion of the findings, implications, limitations, and avenues of future research is included.
(Dey et al., 2022)	Ethical leadership for better sustainable performance: The role of employee values, ethical behavior and climate	Employee	Correlation	The findings provide significant theoretical contributions and practical implications in the areas of ethical leadership and sustainable performance.
(Eluwole et al., 2022)	Ethical leadership, trust in the organization and its impact on the work results of important hotel employees	Employee	Correlation	The findings emphasize the need for ethical leadership, which fosters trust in the organization and performance of service recovery and reduces absenteeism.

The study of the Paradox leadership style

With the increasing intensity of the competitive environment, leaders face an increasing number of managerial paradoxes in organizations, such as standardization and personalization, centralization and decentralization. Thus, Hoang et al., (2022) propose a “paradoxical leadership” construct and define it as a “both-and” approach of leaders to establish behavioral balance, and integrate conflicting demands within the organization. Hoang et al., (2022) further described five elements with the term "good-and":

(1) maintain self-centeredness while demonstrating focus on others, (2) maintain hierarchical differences while forming interpersonal bonds with employees, (3) treat employees consistently while simultaneously taking individual considerations into account, (4) enforce job requirements while allowing flexibility, and (5) maintain decision control while allowing autonomy. These five elements can be combined into a global indicator to collectively represent paradoxical leadership in the workplace (Russell et al., 2018) .

Some researchers have found that paradoxical leadership can have a positive influence on employees, such as taking the perspective of Audenaert et al., (2021) , Weber et al.'s proactive behavior , (2022) , and job involvement (Eliyana et al., 2019) . Expanding on their work, based on social identity theory, we conclude that paradoxical leadership will stimulate identification of hospitality employee leaders through simultaneously enacting superior roles and person-based identities (Peng et al., 2023) . On the one hand, faced with different customer demands and conflicting workplace demands, the frontline service workforce occupying leadership positions is especially expected to manage organizational contradictions in a flexible manner (Patzelt et al., 2021) . As suggested by She et al., (2020) , paradoxical leaders adopt an “both-and” approach to balance and integrate conflicting demands and to act holistically and dynamically (Vieira et al., 2021) . In this case, they are able to resolve contradictions effectively, and guide employees to provide high-quality services to customers (Abdelwahed et al., 2022) . As a result, paradoxical leaders tend to live up to employees' role expectations, thereby obtaining positive evaluations from employees about their role-based identities (Tuan, 2022) .

On the other hand, paradoxical leaders serve as good role models to guide employees as well as to accept and embrace contradictions in complex environments (Bayighomog & Arasli, 2022) . Thus, employees in the hospitality industry will be less resistant to change and treat external uncertainty as more acceptable. In addition, these leaders also encourage their employees to be open to challenges and better identify emerging job demands (Stollberger et al., 2019) . As a result, employees can learn greater flexibility to address diverse customer needs and complex tasks (González-Cruz et al., 2019). Such a prominent example (Lin et al., 2022) . International Journal of Hospitality Management 89 (2020) 102524 can influence employees to attribute very strong positive qualities to leaders, thereby making them admire leaders and attach positive evaluations to their personal-based identities (Al-Swidi et al., 2021) . According to social identity theory, positive evaluations of role-based and personal identities will result in higher identification of leaders (Buil et al., 2019) .

TABLE 2
Studies About The Paradox Leadership Style

Reference	Title	Sample	Types of research	Findings
(Hoang et al., 2022)	Examining the influence of entrepreneurial leadership on employees' innovative behavior in SME hotels: A mediated moderation model	Employee	Correlation	The findings reveal that intrinsic motivation and trust in leaders mediate the relationship between entrepreneurial leadership and innovative behavior of employees. Contrary to our predictions, leader-member exchange (LMX) did not moderate the relationship between entrepreneurial leadership and intrinsic motivation and trust in leaders. Our findings have important implications for hospitality companies that are investing in innovation activities and looking for ways to encourage innovative behavior in their employees.
(Russell et al., 2018)	Implementation of high-performance work practices and employee impressions of line	Employee	Correlation	Our conceptualization of this process contributes to HRM research by demonstrating the value of integrating it with leadership theory, as well as identifying the role of

	manager leadership			interpersonal perceptual processes in the effects of HPWPs.
(Audenaert et al., 2021)	How to promote employee quality of life: The role of employee performance management and authentic leadership	Employee	Correlation	These findings imply that organizations employing vulnerable workers need authentic leaders to drive a positive impact not only on performance through EPM but also on the quality of life of vulnerable workers. In addition, organizations can also seek psychological empowerment of vulnerable workers by providing tasks that are meaningful to them and in which they experience self-efficacy to reduce the potential negative effects of EPM on the quality of life of vulnerable workers.
(Weber et al., 2022)	How to take employees on a digital transformation journey: An experimental study of complementary leadership behaviors in managing organizational change	Employee	Correlation	This study reveals that organizations are advised not to ignore people orientation when going digital because this leadership behavior buffers the potential disadvantages of digital transformation-oriented leadership behavior, which is mandatory to remain competitive in the digital era.
(Eliyana et al., 2019)	Job satisfaction and organizational commitment influence transformational leadership on employee performance	Employee	Correlation	This study found that transformational leadership has a significant direct effect on job satisfaction and organizational commitment. However, transformational leadership cannot have a significant impact on work performance if it is intervened by organizational commitment and cannot have a direct impact on work performance.
(Peng et al., 2023)	Managing hospitality employee cyberloafing : Empowering leadership roles	Employee	Correlation	Hospitality employee cyberloafing in the context of leadership empowerment and provides new insights for practitioners on how to manage hospitality employee cyberloafing based on the relationship between leadership empowerment and employee power distance.
(Patzelt et al., 2021)	Managing negative emotions from failed entrepreneurial projects: When and how can supportive leadership help employees?	Employee	Correlation	Through path analysis modeling, we demonstrate that perceptions of supportive managerial leadership behavior can limit the detrimental effects of recalled negative emotions from previous project failures on employee job satisfaction, and through job satisfaction, on employee performance. However, the benefits of supportive managerial leadership behavior wear off over time as the project fails.
(He et al., 2020)	Paradoxical leadership and service performance of hospitality employees: Role identification of leaders and the need for cognitive closure	Employee	Correlation	These findings have implications for paradoxical leadership and hospitality management practices.
(Vieira et al., 2021)	Differences in perceptions of leadership between store managers and employees and their impact on frontline sales performance: A research note	Employee	Correlation	Based on polynomial regression analysis, findings indicate that sales performance is generally higher when a manager's self-perception is lower than that of their frontline employees' perceptions of the manager's transactional and transformational leadership.
(Abdelwahed et al., 2022)	Predicting employee performance through transactional leadership and entrepreneurial spirit among Pakistani employees	Employee	Correlation	The findings of this study will offer significant contributions and implications for executives, entrepreneurs and managers. Employees' perception of leadership style has a significant contribution to produce higher levels of performance. Therefore, this research will provide fluency in improving EP by developing leadership behavior. However, investigation of ETP mediation between TLS and EP among Pakistani employees will provide further guidance for developing country policy makers to observe the role of ETP.

The study of transactional leadership styles

The relationship between transactional leadership and leader-member exchange focuses on predicting employee performance; meanwhile, TLS shows as an optimistic analyst of follower performance in an organization (Tuan, 2022) . However, a military platoon denotes an organization that works in an unstable environment and stands for transactional leadership. The organization shows an increase in the performance of soldiers in an organized platoon (Bayighomog & Arasli, 2022) . TLS is associated with the notion of political organization and is also weakly related to performance (Stollberger et al., 2019) . TLS remains dominant over laissez a fair styles and transformational leadership styles (González-Cruz et al., 2019) . Furthermore, awareness, friendliness and personality factors are positively related to transactional leadership (Lin et al., 2022) . Transactional leadership shows the influence of organizational performance on Russian companies (Al-Swidi et al., 2021) . Russian managers adopt transactional leadership behaviors that are positively related to innovation and organizational performance (Buil et al., 2019) .

TLS is assessed through employee performance and job satisfaction. Transactional leadership is strongly related to team performance and leadership behavior (Srengaard & Langvik, 2022) . A study by Wu et al., (2021) describes the relationship between leadership and performance while leadership is an explicit transactional work and leader rewards magnify the performance of followers in an organization. Transactional leadership is related to improvement with punishment and, due to predetermined activity exchange and achievement relationships, employs gradation of followers (Hong & Ji, 2022) . In addition, transactional leadership encourages followers to carry out their tasks according to the leader's expectations to get promotions and rewards (Sørengaard & Langvik, 2022) . Transactional leadership is leadership that is more productive and effective and rewards workers for good performance and punishments for poor performance (González-Cruz et al., 2019) . Transactional leadership requires an intense struggle between co-workers to increase assurance so that each employee will gain rewards and sharpen one's skills and increase knowledge, which helps in performing in a better way in an organization. In this way, every employee can achieve goals and achieve goals through performance in an organization (Wu et al., 2021) . Transactional leadership encourages and exchanges better and more conscious employee performance for the fulfillment of organizational tasks through encouragement to followers (Bayighomog & Arasli, 2022) . Transactional leadership is classified into four aspects: active management by exception, passive management by exception, contingent rewards, and laissez-faire (Sørengaard & Langvik, 2022) . The first dimension, management by exception, describes whether leaders act to prevent (active management) or solve (passive management) problems that arise. Second, contingent rewards, describe the degree to which effective transactions and exchanges are arranged between followers and leaders. The latter denotes the avoidance or absence of any kind of leadership behavior referred to as “laissez-faire leadership (Al-Swidi et al., 2021) .

TABLE 3
StudiesIn Transactional Leadership Style

Reference	Title	Sample	Types of research	Findings
(Sir, 2022)	Promoting employee green behavior in the context of Chinese and Vietnamese hospitality: The role of green human resource management practices and responsible leadership	Employee	Correlation	The findings reveal that, in the Chinese and Vietnamese samples, the effect of green HRM practices on hospitality employees' OCBE is mediated by the two-stage mediation of responsible leadership and employees' environmental responsibility. The strength of the HRM system serves as a moderator to strengthen

				the association of green HRM practices with responsible leadership. From these findings, this study presents implications for scholars and practitioners in the hospitality discipline.
(Bayighomog & Arasli, 2022)	Reviving the essence of employee hospitality through spiritual well-being, spiritual leadership and emotional intelligence	Employee	Correlation	The findings reveal that spiritual leadership and emotional intelligence are inversely related to spiritual well-being, COBSB, and creative performance. In particular, too much spiritual leadership is not necessarily a good thing, and people who are less emotionally intelligent can sometimes be better off. In addition, spiritual well-being mediates the relationship between emotional intelligence and spiritual leadership with COBSB and creative performance. The implications for theory and practice are discussed further.
(Stollberger et al., 2019)	Serving followers and families? The trickle-down model of how servant leadership shapes employee performance	Employee	Correlation	Our research breaks new ground by explaining how and when servant leadership descends to shape employee performance
(González-Cruz et al., 2019)	Supervisor leadership style, employee regulatory focus, and leadership performance: A perspective approach	Employee	Correlation	The first contribution of this study is the direct inference of follower regulatory focus from observations of individual states. The second contribution is that leaders must consider the circumstances of followers to adopt appropriate leadership styles while increasing their focus on follower regulation
(Lin et al., 2022)	The effects of manager's role stress on jobs develop both employees and managers through leadership empowerment	Employee	Correlation	The findings show that both MRO and MRA hinder leadership empowerment, in turn undermine the job development of both managers and employees. However, the negative effect of MRO on leadership empowerment disappears when managers have a high level of trust in employees. Study 2 required in-depth interviews with 15 middle managers from 11 hotels to further explain why and when MRO and MRA hinder leadership empowerment.
(Al-Swidi et al., 2021)	The impact of exploitative leadership on service performance of frontline hospitality employees: A social exchange perspective	Employee	Correlation	Moderated path analysis shows that traditionality weakens the direct effect of exploitative leadership on LMX and the indirect effect of exploitative leadership on employee service performance through reducing LMX. We also discuss the theoretical and practical implications of these findings.
(Buil et al., 2019)	The joint impact of green human resource management, leadership and organizational culture on employee green behavior and organizational environmental performance	Employee	Correlation	The originality of this study contributes to the current literature on green behavior by examining this relationship and examining mediating effects. It also offers guidelines for decision makers on how to maximize employees' green behavior in their workplace and then create an eco-friendly organizational culture.
(Srengaard & Langvik, 2022)	The Protective Influence of Fair and Supportive Leadership Against Burnout in Polri Employees	Employee	Correlation	These findings suggest that equitable and supportive leadership is a more important buffer against fatigue than against insomnia. Stress is positively associated with fatigue and insomnia, whereas quantitative job demands have no significant relationship with these concepts.
(Wu et al., 2021)	Transformational leadership and employee performance: Role identification, engagement, and proactive personality	Employee	Correlation	The results show a sequential mediating effect of identification and engagement on employee performance. Finally, the findings suggest that a proactive personality strengthens the leadership effect

				on identification and engagement. This study provides information for hotel managers about why and under what circumstances employees perform their jobs.
(Hong & Ji, 2022)	When transparent leadership communication motivates employee advocacy: Examining the role of employee attribution mediators in CEO activism	Employee	Correlation	Highlighting the mediating role of employee attribution, the findings of this study provide further understanding of employee advocacy behavior that is influenced by transparent leadership communication in CEO activism.

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