

# Leadership Styles, Employee Motivation and Performance Among Commission Based Sales Employees in NCR Philippines 2024-2025

Zenaida A. Gueta<sup>1</sup>, Dr. Marilou C. Urbina<sup>2</sup>

<sup>1,2</sup>University of Perpetual Help System Laguna-Philippines

## ABSTRACT

The study analyzed the relationship between leadership styles, employee motivation, and performance among commission-based sales employees in sales and marketing agencies in the National Capital Region (NCR), Philippines. It provided insights into how leadership styles influence employee motivation and performance, identifying key factors that contribute to a productive sales environment. Using a descriptive-correlational research design, the study involved 132 commission-based sales employees selected through purposive random sampling. Leadership styles, employee motivation, and performance were assessed using a researcher-made questionnaire. The key findings revealed that leadership styles have a significant impact on employee outcomes. Among the leadership styles, pacesetter, affiliative, and democratic styles had the most substantial influence on performance. Employee motivation, particularly intrinsic motivation, showed a strong positive correlation with performance, underscoring the importance of fostering self-driven motivation. Employees demonstrated high performance levels, with job knowledge emerging as a key strength. There was a significant relationship between leadership styles and both employee motivation and performance. Regression analysis revealed that leadership styles accounted for a significant proportion of variability in employee performance. Moreover, there was also a significant relationship between motivation and employee performance. Leadership styles along with different approaches accounted for 86.4% ( $F=42.237$ ;  $t=3.346$ ) of the variability of the dependent variable, employee performance. Results also showed that for every one-unit increase in effective leadership practices, there is a 0.357 increase in employee performance. These findings highlight the need for organizations to implement leadership strategies and motivational initiatives that sustain employee engagement and optimize performance outcomes.

**Keywords:** leadership style, employee motivation, performance, pacesetter, affiliative, democratic, intrinsic, extrinsic, job knowledge

## INTRODUCTION

In today's competitive business world, especially in sales and marketing, commission-based compensation has become a widely used structure. This is particularly true in the National Capital Region (NCR) of the Philippines, where many organizations depend on the performance of commission-based employees to drive revenue. These workers face immense pressure, as their income fluctuates depending on how well they meet sales targets (Raghunath & Henneman, 2022). For many, the challenge isn't just about hitting numbers—it's about staying motivated in an environment where the stakes are constantly shifting. Leaders

can play a pivotal role by adopting styles that inspire and support their teams, by offering encouragement, personalized feedback, and growth opportunities, leaders can help employees navigate stress, build resilience, and remain motivated despite challenges. Additionally, creating a positive and supportive work environment where employees feel valued and empowered can significantly reduce stress and uncertainty, enabling them to perform at their best.

The way leaders manage and guide their teams can make or break an employee's motivation and performance. In commission-based roles, effective leadership plays an even more critical role because the support and encouragement from leaders can help employees overcome the pressures associated with meeting their targets. Leaders who inspire, support, and guide their employees can transform workplaces, making employees feel empowered and driven to succeed (García-Morales et al., 2020). Leaders who inspire, intellectually challenge, and actively engage their teams create an environment that drives higher productivity and sales outcomes. This highlights how leadership styles can motivate commission-based employees to reach their full potential.

Similarly, research by contributors on Research Gate (2023) examined the role of different leadership styles in motivating employees and boosting performance, specifically in start-ups, including sales and marketing agencies. The study revealed that leadership strategies, when aligned with a supportive organizational culture, play a vital role in encouraging employee motivation and achieving business goals. Employee motivation is crucial in commission-based environments, where success relies heavily on self-drive and resilience. Motivated employees are more likely to push through challenges and perform at a higher level, consistently meeting or exceeding their targets (Ryan & Deci, 2020). However, motivation in these environments is not only influenced by financial incentives but also by non-monetary factors like personal recognition, support, and clear direction. Leadership styles that foster a sense of purpose and belonging can significantly enhance motivation, leading employees to stay engaged and driven even in the face of adversity (Judge & Piccolo, 2021).

Employee performance is directly tied to motivation and also shaped by how well individuals are equipped and empowered to succeed. Performance in commission-based roles is often measured by key metrics such as sales volume, revenue generation, and client acquisition. Leaders who can inspire employees to give their best while also providing them with the necessary tools, training, and autonomy can greatly influence their performance outcomes (Locke & Latham, 2020).

Despite the critical role that leadership plays, there remains limited research on how leadership styles specifically influence the performance and motivation of commission-based employees in the sales and marketing sector, especially within the dynamic and competitive environment of NCR. The challenges these employees face—financial uncertainty, performance quotas, and the constant pressure to outperform—make it essential to understand how leadership can either ease these burdens or exacerbate them (House & Aditya, 2020).

This study filled that gap by exploring the influence of different leadership styles—pacesetter, affiliative, coaching, authoritative, and democratic on the motivation and performance of commission-based employees in sales and marketing agencies in NCR, Philippines. By doing so, the research sought to uncover how leaders can create work environments that foster not just short-term performance gains but also long-term employee engagement and well-being.

## **METHODS**

This study employed a descriptive-correlational research design to examine leadership styles, employee

motivation, and performance and their relationships. Descriptive research involves systematically gathering, analyzing, and interpreting data on existing conditions, trends, and relationships (Calderon, as cited in Rillo & Alieto, 2021). Correlational research, as described by Creswell (as cited in Creswell & Creswell, 2021), identifies and measures the degree of association between two or more variables in a non-experimental approach.

The primary data were collected from commission-based sales employees in marketing agencies across NCR, Philippines. Only empirical data from these respondents were statistically analyzed in this study. The study's population of 300 employees was considered, with a required sample size of 132, determined using the Raosoft calculator. Respondents were selected based on purposive random sampling, ensuring diverse representation. Inclusion criteria required at least six months of experience in a commission-based sales role.

A researcher-developed questionnaire was utilized, structured into three sections: (1) Leadership Styles, assessing Affiliative, Coaching, Authoritative, Democratic, and Pacesetting approaches; (2) Employee Motivation, evaluating both intrinsic and extrinsic factors; and (3) Performance, measuring quality and quantity of work, job knowledge, and resiliency. The questionnaire underwent both a reliability test using Cronbach's Alpha and a face validity test to ensure accuracy and effectiveness. The reliability results demonstrated excellent internal consistency: leadership style (.980), motivation (.962), and performance (.983).

## RESULTS AND DISCUSSION

This study analyzed the influence of leadership style among commission-based employees in sales and marketing agencies in NCR, Philippines, 2024-2025.

**Table 1 Leadership Styles in Sales and Marketing Agencies in NCR Philippines**

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Pacesetting	3.47	Strongly agree	5
2. Affiliative	3.56	Strongly agree	1
3. Coaching	3.55	Strongly agree	2
4. Authoritative	3.49	Strongly agree	4
5. Democratic	3.52	Strongly agree	3
<b>Overall Weighted Mean</b>	<b>3.52</b>	<b>Strongly agree</b>	

As presented in Table 1, the respondents' perceptions of the pacesetting leadership style, which is characterized by high performance standards, fast-paced goal achievement, and a results-driven approach. With an overall weighted mean of 3.52, the findings indicate that employees strongly agree that various leadership styles are present in their workplace.

To sum up, the findings imply that the most effective leadership styles in sales and marketing agencies are Affiliative and Coaching leadership, as they prioritize employee well-being, development, and motivation. However, a balanced approach that integrates democratic decision-making and clear authoritative direction can further enhance employee performance.

These findings align with Tian et al. (2020) and De Jesus & Bautista (2022), who emphasize that affiliative leadership fosters strong emotional bonds, motivation, and job satisfaction. Natividad & Aguilar (2021)

further support the effectiveness of coaching leadership, stating that leaders who invest in employee development drive engagement and high performance. Cabrera & Abad (2022) and Nederveen & Kroon (2021) reinforce that democratic leadership enhances trust, collaboration, and motivation, while Dziurgot (2024) warns that excessive collaboration can slow decision-making. Rico & Alvarado (2021) highlight that authoritative leadership provides clear direction but must be balanced with empowerment, and Dziurgot (2024) and Neil Shah (2023) caution that pacesetter leadership should avoid excessive pressure to prevent burnout.

**Table 2 Respondents' Level of Motivation in Sales and Marketing Agencies in NCR Philippines**

Indicators	Weighted Mean	Verbal Interpretation	Rank
1.Extrinsic	3.56	Very High	2
2.Intrinsic	3.65	Very High	1
<b>Overall Weighted Mean</b>	<b>3.61</b>	<b>Very High</b>	

As shown in the table 2, the results indicated that both intrinsic (3.65) and extrinsic (3.56) motivation levels are very high, with intrinsic motivation ranking slightly higher. This implies that while employees appreciate tangible rewards and recognition, their strongest motivators stem from internal satisfaction, personal growth, and meaningful work experiences. These findings align with Deci and Ryan's (2020) self-determination theory, which posits that intrinsic motivation leads to sustained engagement and deeper job satisfaction. The slight dominance of intrinsic motivation aligns with the study of Rico & Alvarado (2021), which found that employees in intellectually demanding roles prioritize problem-solving, creativity, and professional growth as key motivators.

**Table 3 Respondents' Level of Performance in Sales and Marketing Agencies in NCR Philippines**

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Quality of work	3.53	Very High	3.5
2. Quantity of work	3.55	Very High	2
3. Job knowledge	3.56	Very High	1
4. Resiliency	3.53	Very High	3.5
<b>Overall Weighted Mean</b>	<b>3.54</b>	<b>Very High</b>	

As shown in the table 3, the overall findings indicate that respondents exhibit a very high level of performance across all key indicators, with an overall weighted mean of 3.54. This suggests that employees in sales and marketing agencies consistently maintain high standards in their work, demonstrating strong competence, efficiency, and resilience in their roles.

Among the four performance indicators, job knowledge received the highest weighted mean (3.56), ranking first. This highlights that employees possess a deep understanding of their company's products, services, tools, and industry trends, allowing them to execute their responsibilities effectively. These findings align with the research of Lim & Tiu (2023), which emphasizes that strong job knowledge

contributes to increased efficiency and strategic decision-making in sales and marketing.

Quantity of work ranked second (3.55), indicating that employees effectively manage their workload, meet deadlines, and maintain productivity levels even under demanding conditions. This supports the findings of Dziurgot (2024), who emphasized that time management and task prioritization are essential for sustaining high performance in fast-paced work environments.

Quality of work and resiliency both ranked third (3.53), implies that while employees maintain a high standard of accuracy, thoroughness, and attention to detail, they may face challenges in sustaining emotional composure under pressure. These findings are consistent with the study of Vera & Crossan (2020), which highlights that resilience plays a crucial role in overcoming workplace challenges and ensuring continued productivity.

Overall, the results indicate that employees in sales and marketing agencies demonstrate a well-balanced performance, excelling in job knowledge, productivity, quality, and resilience. However, organizations may consider implementing continuous training programs, stress management initiatives, and mentorship opportunities to further enhance employee resilience and work quality.

**Table 4 Relationship between Leadership Styles and Level of Employee Motivation in Sales and Marketing Agencies in NCR, Philippines**

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Leadership styles and employee motivation	$r=.793$ (strong correlation)	.000**	$H_0$ rejected	Significant
**Significant @.01				

As shown in the table 4, the statistical analysis using Pearson's correlation reveals a strong positive correlation ( $r = .793$ ,  $p = .000$ ) between leadership styles and employee motivation. Since the p-value is less than .01, the null hypothesis ( $H_0$ : There is no significant relationship between leadership styles and employee motivation) is rejected, indicating that the relationship is statistically significant.

This result implies that leadership styles play a crucial role in influencing employee motivation in sales and marketing agencies. The strong correlation implies that leaders who adopt effective leadership approaches—such as affiliative, coaching, and democratic leadership—can significantly enhance employee motivation. These findings are in line with previous studies, such as those by Deci & Ryan (2020) and Natividad & Aguilar (2021), which emphasize that supportive, inclusive, and development-focused leadership fosters both intrinsic and extrinsic motivation among employees.

Furthermore, the significance of this relationship indicates that organizations should invest in leadership development programs to cultivate leadership styles that empower, recognize, and support employees, ultimately leading to higher engagement, job satisfaction, and performance.

**Table 5 Relationship between Leadership Styles and Level of Performance in Sales and marketing Agencies in NCR, Philippines**

Variables	Statistical Treatment	p-value	Decision	Interpretation
Leadership styles and performance	(Pearson's) $r=.719$ (strong correlation)	.000**	$H_0$ rejected	Significant
**Significant @.01				

As shown in the table 5, the results of the Pearson's correlation analysis indicate a strong positive correlation ( $r = .719$ ,  $p = .000$ ) between leadership styles and employee performance. Since the p-value is less than .01, the null hypothesis ( $H_0$ : There is no significant relationship between leadership styles and employee performance) is rejected, confirming that the relationship is statistically significant.

This finding implies that leadership styles have a substantial impact on employee performance in sales and marketing agencies. Leaders who implement effective leadership approaches—such as coaching, affiliative, and democratic styles—contribute to higher employee performance by fostering motivation, skill development, and a supportive work environment (Natividad & Aguilar, 2021; Deci & Ryan, 2020). The strong correlation underscores the importance of leadership training and development programs in ensuring that leaders adopt strategies that enhance productivity, resilience, and job knowledge among employees. Organizations should focus on leadership practices that balance guidance, mentorship, and autonomy to maximize employee performance and business outcomes.

**Table 6 Relationship between Level of Motivation and Level of Performance on Sales and Marketing Agencies in NCR, Philippines**

Variables	Statistical Treatment	p-value	Decision	Interpretation
Motivation and performance	(Pearson's) $r=.717$ (strong correlation)	.000**	$H_0$ rejected	Significant
**Significant @.01				

As shown in the table 6, the results of the Pearson's correlation analysis indicate a strong positive correlation ( $r = .717$ ,  $p = .000$ ) between employee motivation and performance. Since the p-value is less than .01, the null hypothesis ( $H_0$ : There is no significant relationship between employee motivation and performance) is rejected, confirming that the relationship is statistically significant.

This finding implies that higher levels of employee motivation—both intrinsic and extrinsic—contribute to improved job performance. Highly motivated employees tend to exhibit greater efficiency, resilience, and commitment to delivering quality work, aligning with Deci and Ryan's (2020) Self-Determination Theory, which highlights the role of motivation in enhancing job performance and satisfaction.

The strong correlation emphasizes the importance of motivational strategies, such as recognition programs, career growth opportunities, and a supportive work environment, to sustain high performance



levels. Organizations should focus on creating a culture that fosters both intrinsic motivation (personal growth, achievement) and extrinsic motivation (incentives, rewards) to maximize employee productivity.

**Table 7 Regression Analysis of Leadership Styles on level of Performance in Sales and Marketing Agencies in NCR, Philippines**

	Dependent Variable	$\beta$	R <sup>2</sup>	ANOVA	t	p-value	Decision	Interpretation
Affiliative	Level of performance	.283	.542	F=50.427	2.856	.005**	Null Hypothesis Rejected	Significant
Pacesetting		.310			3.859	.000**	Null Hypothesis Rejected	Significant
Democratic		.247			2.738	.007**	Null Hypothesis Rejected	Significant
**Significant @ .01								

Table 7 shows the predictive power of leadership styles on the level of performance in sales and marketing. The regression analysis results indicate that leadership styles significantly influence the level of employee performance in sales and marketing agencies. The model shows an  $R^2$  value of .542, meaning that 54.2% of the variance in employee performance is explained by the three leadership styles: Affiliative, Pacesetting, and Democratic.

The ANOVA result ( $F = 50.427$ ,  $p = .000$ ) confirms that the overall model is statistically significant. The individual  $\beta$  coefficients and t-values for each leadership style further demonstrate their positive impact: Pacesetting Leadership ( $\beta = .310$ ,  $t = 3.859$ ,  $p = .000$ ) → Most significant predictor of employee performance. This suggests that leaders who set high performance standards and lead by example contribute significantly to employee productivity and efficiency.

Affiliative Leadership ( $\beta = .283$ ,  $t = 2.856$ ,  $p = .005$ ) → Also significantly influences performance. This highlights the role of relationship-building, emotional support, and collaboration in maintaining a motivated and high-performing workforce.

Democratic Leadership ( $\beta = .247$ ,  $t = 2.738$ ,  $p = .007$ ) → positively impacts performance, indicating that involving employees in decision-making fosters accountability and engagement, leading to better job performance.

Since all three leadership styles have p-values below .01, the null hypothesis is rejected, confirming that Affiliative, Pacesetting, and Democratic leadership styles significantly contribute to employee performance. The findings suggest that organizations in the sales and marketing sector should adopt a balanced leadership approach, one that combines high-performance expectations (Pacesetting), strong interpersonal connections (Affiliative), and inclusive decision-making (Democratic) to optimize employee performance.

**Table 8 Regression Analysis of Motivation on Level of Performance in Sales and Marketing Agencies in NCR, Philippines**

Predictors	Dependent Variable	$\beta$	$R^2$	ANOVA	t	p-value	Decision	Interpretation
Intrinsic	Level of performance	.717	.514	F=137.527	11.727	.000**	Null Hypothesis Rejected	Significant
**Significant @ .01								

Table 8 shows the predictive power of intrinsic motivation on the level of performance in sales and marketing. The regression analysis results indicate that intrinsic motivation significantly influences employee performance in sales and marketing agencies.  $R^2 = .514 \rightarrow$  this means that 51.4% of the variance in employee performance is explained by intrinsic motivation. ANOVA ( $F = 137.527$ ,  $p = .000$ )  $\rightarrow$  the model is highly significant, confirming that intrinsic motivation plays a crucial role in employee performance.  $\beta = .717$ ,  $t = 11.727$ ,  $p = .000 \rightarrow$  The strong positive  $\beta$  coefficient suggests that employees with higher intrinsic motivation tend to perform better in their roles.

Since the p-value is below .01, the null hypothesis is rejected, confirming that intrinsic motivation significantly affects employee performance. This finding aligns with self-determination theory, which emphasizes that employees who are driven by personal growth, mastery, and internal satisfaction are more likely to excel in their roles. To enhance employee performance, organizations should foster intrinsic motivation by providing meaningful work and growth opportunities, recognizing achievements and contributions, encouraging autonomy and creativity

**Table 9 Action Plan to Sustain the Leadership Styles, Employee Motivation, and Performance in Sales and Marketing Agencies in NCR, Philippines**

Key Results/Area of Concern	Objectives	Strategy/Activity	Time Frame	Persons Involved	Budget Allocation	Success Indicators
Relationship between leadership styles and employee motivation	To foster leadership approaches that enhance employee engagement	Implement mentoring and coaching programs to encourage participative and supportive leadership	Ongoing	Senior Leaders, Department Heads, HR	PHP 200,000 annually	98% higher motivation levels reported in employee feedback surveys
Varying levels of intrinsic and extrinsic motivation	To develop a balanced motivation strategy that enhances	Implement performance-based bonuses, recognition programs, and	Bi-Annual Review	HR Team, Finance Department, Team Leaders	PHP 400,000 annually	98% higher employee satisfaction and retention rates based on



among employees	employee engagement	career growth initiatives				engagement surveys
Impact of leadership styles on employee performance	To create a performance-driven work culture through effective leadership	Establish clear communication channels, feedback mechanisms, and recognition programs	Ongoing	Management Team, Supervisors	PHP 200,000 annually	98% improved employee performance ratings and goal achievement
Direct link between employee motivation and performance	To strengthen employee engagement initiatives to sustain motivation and productivity	Conduct regular team-building activities, wellness programs, and career development sessions	Bi-Annual	HR Department, Team Leaders	PHP 400,000 annually	98% enhanced productivity and reduced turnover rates
Leadership styles and motivation as predictors of performance	To develop a leadership and motivation framework to drive business success	Integrate leadership and motivation assessment tools into performance evaluations	Annually	HR Team, Performance Review Committee	PHP 350,000 annually	98% data-driven improvements in leadership effectiveness and employee engagement

The proposed action plan for this research was aimed at sustaining employee motivation and performance by examining the influence of leadership styles on commission-based sales employees in marketing agencies within NCR, Philippines. Given the challenges these employees faced—such as fluctuating income and high-pressure sales targets it was essential to identify leadership approaches that provided consistent support and long-term engagement. This study went beyond theory, offering practical insights that marketing agencies could use to develop leadership strategies fostering a stable, motivated workforce. By employing a quantitative, descriptive correlational research design, the study generated data-driven recommendations to help business leaders and HR professionals implement leadership practices that sustained employee motivation, improved job satisfaction, and enhanced overall performance. More than just short-term solutions, the findings served as a foundation for long-lasting leadership development programs and workplace policies, ensuring that commission-based sales employees continued to thrive in a competitive industry.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, several key conclusions have been drawn. Sales and marketing agencies

in NCR, Philippines, employ various leadership styles, including pacesetter, affiliative, coaching, authoritative, and democratic approaches. Among these, pacesetter, affiliative, and democratic leadership styles significantly contribute to employee motivation and performance, fostering a high-performance work culture. Employee motivation in these agencies varies between extrinsic and intrinsic factors. While financial incentives and recognition serve as strong extrinsic motivators, intrinsic factors such as job satisfaction and personal growth are more reliable predictors of sustained high performance.

Employees in sales and marketing agencies exhibit varying levels of performance across different dimensions. While the quality and quantity of work are generally high, job knowledge and resiliency stand out as key strengths. To maintain a competitive edge, continuous skill development initiatives are necessary. Leaders who adopt positive and engaging leadership styles, such as affiliative and democratic approaches, contribute significantly to higher levels of employee motivation. Effective leadership fosters an environment where employees are more productive, adaptable, and committed to achieving organizational goals.

Furthermore, employee motivation is directly linked to performance, as highly motivated employees tend to demonstrate superior work output, better quality performance, and increased resilience in meeting the challenges of a competitive sales and marketing environment. Leadership styles and employee motivation, whether considered individually or in combination, serve as significant predictors of employee performance. Organizations that implement effective leadership strategies and prioritize motivation-enhancing initiatives can expect to achieve sustained high performance from their workforce. Given these findings, it is essential to comprehensively implement the proposed action plan to sustain leadership effectiveness, employee motivation, and overall performance in sales and marketing agencies.

## REFERENCES

1. Agarwal, S., Angst, C. M., & Magni, M. (2009). The performance effects of coaching: A multilevel analysis using hierarchical linear modeling. *Leadership Quarterly*, 20(3), 342–359. <https://doi.org/10.1016/j.leaqua.2009.03.003>
2. Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire manual. Mind Garden.
3. Bass, B. M. (1985). Leadership and performance beyond expectations. *Journal of Business Research*, 13(1), 275–287. [https://doi.org/10.1016/0148-2963\(85\)90037-0](https://doi.org/10.1016/0148-2963(85)90037-0)
4. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press.
5. Blanchard, K., & Johnson, S. (2015). *The new one minute manager*. HarperCollins.
6. Breevaart, K., Bakker, A. B., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138–157. <https://doi.org/10.1111/joop.12041>
7. Burns, J. M. (1978). *Leadership*. Harper & Row.
8. Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer.
9. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. [https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01)
10. Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin*, 129(4), 569–591. <https://doi.org/10.1037/0033-2909.129.4.569>

11. Garg, P., & Rastogi, R. (2006). Climate profile and organizational effectiveness: An empirical study. *Management and Labour Studies*, 31(2), 109–122.  
<https://doi.org/10.1177/0258042X0603100202>
12. Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 78–90.
13. Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765–788. <https://doi.org/10.5465/amj.2009.43670890>
14. Herzberg, F. (1959). *The motivation to work*. John Wiley & Sons.
15. Herzberg, F. (1966). *Work and the nature of man*. Thomas Y. Crowell.
16. Homburg, C., Müller, M., & Klarmann, M. (2011). When should the customer really be king? On the optimum level of salesperson customer orientation in sales encounters. *Journal of Marketing*, 75(2), 55–74. <https://doi.org/10.1509/jmkg.75.2.55>
17. House, R. J. (1971). A path-goal theory of leader effectiveness. *Administrative Science Quarterly*, 16(3), 321–339. <https://doi.org/10.2307/2391905>
18. Ingram, T. N., LaForge, R. W., Schwepker, C. H., & Williams, M. R. (2017). *Sales management: Analysis and decision making* (9th ed.). Routledge.
19. Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–780.  
<https://doi.org/10.1037/0021-9010.89.5.755>
20. Kim, H., & Vandenberghe, C. (2020). Ethical leadership and team ethical voice and citizenship behavior in the military: The roles of team ethical efficacy and ethical climate. *Group & Organization Management*, 45(4), 514–555. <https://doi.org/10.1177/1059601120909476>
21. Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81(1), 36–51.  
<https://doi.org/10.1037/0021-9010.81.1.36>
22. Kotter, J. P. (1996). *Leading change*. Harvard Business Press.
23. Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations* (6th ed.). Wiley.
24. Likert, R. (1961). *New patterns of management*. McGraw-Hill.
25. Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Prentice Hall.
26. Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
27. Lussier, R. N., & Achua, C. F. (2021). *Leadership: Theory, application, and skill development* (7th ed.). Cengage Learning.
28. Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.  
<https://doi.org/10.1037/h0054346>
29. Marshall, G. W., Moncrief, W. C., Rudd, J. M., & Lee, N. (2012). Revolution in sales: The impact of social media and related technology on the selling environment. *Journal of Personal Selling & Sales Management*, 32(3), 349–363. <https://doi.org/10.2753/PSS0885-3134320305>
30. McClelland, D. C. (1961). *The achieving society*. Van Nostrand.
31. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
32. Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action*. Portfolio.

33. Yukl, G. (2013). Leadership in organizations (8th ed.). Pearson Education.
34. Zenger, J., & Folkman, J. (2009). The extraordinary leader: Turning good managers into great leaders. McGraw-Hill.