

Interrelationships Between Transformational Leadership, Employee Burnout, Organizational Citizenship Behavior, Employee Empowerment and Managerial Performance: Evidence from the Banking and Finance Industry

Al Jason A. Gallardo

Lyceum of the Philippines University – Manila

ABSTRACT

This study investigates the complex interrelationships between transformational leadership (TL), employee burnout (EB), organizational citizenship behavior (OCB), employee empowerment (EE), and managerial performance (MP) within China's banking and finance industry. Guided by transformational leadership theory, this quantitative, cross-sectional research employed validated instruments administered to 385 full-time banking professionals across public and private institutions. Findings indicate that TL significantly reduces EB and enhances MP, with Individualized Consideration (IC) and Intellectual Stimulation (IS) emerging as the most influential TL dimensions. OCB mediates the effects of TL on both EB and MP, while EE does not significantly moderate these relationships. These results underscore the importance of TL behaviors in fostering employee well-being and organizational effectiveness. The study contributes novel empirical insights relevant to leadership practices in high-pressure, culturally nuanced environments and offers practical recommendations for leadership development in financial institutions.

Keywords: transformational leadership, employee burnout, managerial performance, organizational citizenship behavior, employee empowerment, banking industry, China

INTRODUCTION

Transformational leadership (TL) has emerged as a significant leadership paradigm in contemporary organizational studies, reflecting its capacity to inspire, motivate, and foster innovation among employees. Defined by Bass (1985) as a leadership style that drives followers to exceed expectations by aligning their personal goals with organizational vision, TL is distinguished by four dimensions: **idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration**. Recent studies emphasize its role in adapting to dynamic global challenges, particularly in industries characterized by high competition and rapid change, such as banking and finance (Lai et al., 2021; Zhou & Jiang, 2023). The

emphasis on TL has grown with its demonstrated potential to enhance organizational performance and employee satisfaction, particularly in culturally diverse and economically robust regions like China.

The banking and finance industry in China operate in a high-pressure environment, demanding exceptional leadership to sustain organizational health. Transformational leadership theory is critically relevant in this sector due to its ability to mitigate workplace stress and promote managerial effectiveness. Research by Wang et al. (2022) highlights the effectiveness of TL in reducing employee burnout through supportive and engaging leadership approaches. In parallel, studies like Liu et al. (2023) emphasize its contribution to enhancing managerial performance, citing the alignment of team goals with strategic objectives as a key factor. However, existing research reveals gaps in understanding how TL influences these outcomes, particularly under diverse economic pressures and within the context of Chinese cultural norms.

Organizational Citizenship Behavior (OCB) and employee empowerment have garnered attention as mediating factors in the relationship between TL and employee outcomes. OCB, characterized by voluntary and altruistic behaviors that enhance organizational effectiveness, is closely tied to the principles of TL. Empirical evidence from studies like Zhang et al. (2022) indicates that TL fosters OCB by cultivating trust, ethical conduct, and a sense of belonging. Similarly, employee empowerment—a process that grants employees autonomy and confidence in decision-making—has been shown to amplify the effects of TL on organizational commitment and job performance (Chen & Li, 2023).

However, contradictions exist in the findings of these studies. For example, while some studies assert a strong positive relationship between TL and OCB, others suggest this relationship is context-dependent and influenced by cultural and organizational factors (Luo et al., 2021). Furthermore, limited research explores how TL's four dimensions uniquely impact OCB and employee empowerment, especially in the Chinese banking and finance industry.

The varied, and sometimes contradicting, results of studies on the effects of transformational leadership on employee empowerment and organizational citizenship behavior highlight a lack of consensus in the field. Furthermore, while numerous studies focus on the general impact of TL, few delve deeply into its four defining dimensions. This gap is particularly pronounced in research involving Chinese employees in the banking and finance industry, where cultural nuances and sector-specific stressors may significantly influence outcomes.

This study seeks to address these gaps by investigating the current state of transformational leadership and its relationship with employee empowerment and organizational citizenship behavior in the banking and finance industry in China. Specifically, the research aims to explore how TL impacts employee burnout and managerial performance, considering the mediating and moderating effects of OCB and employee empowerment. The study is guided by the following research questions:

1. What is the respondents' demographic profile?
2. What is the effect of transformational leadership on employee burnout?
3. What is the causal relationship between transformational leadership and managerial performance?
4. What is the mechanism of organizational citizenship behavior on the relationship between transformational leadership and employee burnout?
5. What role does organizational citizenship behavior play in the relationship between transformational leadership and managerial performance?

6. What is the interaction effect of employee empowerment on the relationship between transformational leadership and employee burnout?
7. How does employee empowerment influence the relationship between transformational leadership and managerial performance?

LITERATURE REVIEW

Transformational leadership (TL) is characterized by its ability to inspire and motivate employees to exceed expectations by focusing on their personal and professional growth. Bass and Avolio (1994) conceptualized TL through four key dimensions:

1. **Idealized Influence (II):** This dimension reflects a leader's ability to act as a role model, demonstrating ethical behavior, integrity, and a compelling vision. Leaders with high idealized influence foster trust and admiration among their followers, which motivates them to align with organizational values. Recent studies emphasize that leaders with idealized influence are pivotal in building organizational trust, particularly in hierarchical and collectivist cultures like China (Zhou et al., 2023).
2. **Inspirational Motivation (IM):** Leaders using IM articulate a clear and appealing vision, inspire optimism, and encourage team cohesion. This dimension has been found to drive higher levels of job satisfaction and commitment in the banking and finance industry by aligning employees' goals with organizational objectives (Chen et al., 2022).
3. **Intellectual Stimulation (IS):** Intellectual stimulation challenges employees to question assumptions, think creatively, and develop innovative solutions to problems. Research highlights that IS fosters adaptive behaviors and innovation in industries facing rapid technological advancements, such as banking and finance (Luo & Liu, 2023).
4. **Individualized Consideration (IC):** IC reflects the leader's ability to recognize and address the individual needs of employees, providing coaching, mentoring, and support. Studies show that IC fosters employee empowerment and reduces feelings of neglect, which is critical for high-stress roles in the financial sector (Zhang et al., 2023).

Transformational Leadership and Employee Burnout

Burnout is a psychological condition often resulting from chronic workplace stress, characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment. The high-pressure environment of the banking and finance industry makes employees particularly vulnerable to burnout. TL has been shown to mitigate employee burnout by fostering a supportive work environment and addressing employees' psychological needs. Wang et al. (2022) found that transformational leaders, through individualized consideration, reduce emotional exhaustion by offering personal support and guidance. Similarly, inspirational motivation encourages employees to find meaning in their work, thereby reducing depersonalization. Recent research highlights that idealized influence and intellectual stimulation play significant roles in buffering against burnout. Zhou et al. (2023) observed that employees led by intellectually stimulating leaders exhibited lower levels of stress due to enhanced problem-solving skills. However, research gaps exist in understanding how these dimensions interact in the context of different organizational cultures.

Transformational Leadership and Managerial Performance

Managerial performance encompasses the effectiveness with which leaders achieve organizational goals, manage resources, and inspire teams. Transformational leadership is often linked to superior managerial performance due to its ability to foster strategic vision and collective effort. TL enhances managerial performance by promoting goal alignment, innovation, and team synergy. Liu et al. (2023) found that managers exhibiting transformational leadership traits were better at navigating the complexities of China's highly regulated banking sector. This positive effect is amplified in organizations that emphasize collaboration and adaptability. Inspirational motivation and intellectual stimulation have been particularly effective in enhancing managerial performance by fostering innovative thinking and commitment to organizational goals (Chen et al., 2021). However, the impact of individualized consideration on managerial performance remains less explored, presenting a research gap.

Transformational Leadership and Organizational Citizenship Behavior (OCB)

OCB refers to discretionary behaviors that go beyond formal job requirements, contributing to the overall effectiveness of the organization. TL fosters OCB by promoting trust, motivation, and a shared vision. Transformational leaders cultivate an environment where employees feel valued and motivated to contribute beyond their formal roles. Zhang et al. (2022) found a strong correlation between TL and OCB, particularly in behaviors like altruism and conscientiousness. Studies indicate that OCB often mediates the relationship between TL and organizational outcomes, such as job satisfaction and performance (Luo et al., 2021). However, the specific pathways through which TL dimensions influence various aspects of OCB require further exploration, especially in the context of the banking and finance industry.

Employee Empowerment as a Moderator

Employee empowerment involves granting employees the autonomy, resources, and skills needed to make decisions and contribute effectively. It serves as a critical moderator in the relationship between TL and employee outcomes. Empowerment enhances the effectiveness of TL in reducing burnout. Chen & Li (2023) found that empowered employees exhibited lower levels of emotional exhaustion under transformational leaders, as empowerment fosters resilience and proactive problem-solving. Empowerment amplifies the positive effects of TL on managerial performance. Zhou et al. (2023) observed that empowered employees were more likely to innovate and take initiative, which complemented the strategic vision provided by transformational leaders. However, research gaps persist in understanding the interplay between empowerment and individual TL dimensions in specific industries.

Based on the varying results presented by previous studies, the following hypotheses are proposed:

- H1: Transformational Leadership has a negative effect on employee burnout.
 - H1a: TL's Idealized Influence has a negative effect on employee burnout.
 - H1b: TL's Individualized Consideration has a negative effect on employee burnout.
 - H1c: TL's Inspirational Motivation has a negative effect on employee burnout.
 - H1d: TL's Intellectual Stimulation has a negative effect on employee burnout.
- H2: Transformational Leadership has a positive effect on Managerial Performance.
 - H2a: TL's Idealized Influence has a positive effect on managerial performance.

- H2b: TL's Individualized Consideration has a positive effect on managerial performance.
- H2c: TL's Inspirational Motivation has a positive effect on managerial performance.
- H2d: TL's Intellectual Stimulation has a positive effect on managerial performance.
- H3: Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior.
- H3a: Organizational Citizenship Behavior has a significant effect on employee burnout.
- H3b: Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Employee Burnout.
- H4: Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior.
- H4a: Organizational Citizenship Behavior has a significant positive effect on Managerial Performance.
- H4b: Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Managerial Performance.
- H5: Employee Empowerment moderates the effect of Transformational Leadership on Employee Burnout.
- H6: Employee Empowerment moderates the effect of Transformational Leadership on Managerial Performance.

Idealized Influence (II)

Idealized influence (II) refers to the degree to which a leader serves as a role model, embodying ethical behaviors, values, and integrity. Leaders who demonstrate II foster admiration, trust, and respect from their followers, which enhances employee engagement and commitment. Research shows that II is critical in reducing employee burnout by promoting a sense of security and organizational commitment.

Idealized Influence and Employee Burnout:

A study by Zhang and Wang (2022) found that employees who perceived their leaders as role models were less likely to experience emotional exhaustion. This is because such leaders provide clarity, purpose, and stability during challenging times. Furthermore, when leaders exhibit II, they tend to create a supportive work environment where employees feel valued, thus mitigating the effects of burnout (Chen et al., 2021).

Relation to Hypothesis H1a: Idealized Influence (II) negatively impacts employee burnout by fostering trust and reducing emotional exhaustion, as it aligns employees' values with organizational goals.

Idealized Influence and Managerial Performance:

Leaders with high II often inspire high levels of organizational commitment and job satisfaction, leading to improved managerial performance (Chen & Li, 2023). Leaders who are seen as ethical and visionary are more likely to inspire their teams to exceed performance expectations. This creates an environment where managerial decision-making and leadership effectiveness are enhanced. Relation to Hypothesis H2a: II has a positive effect on managerial performance, as transformational leaders with II set clear expectations and demonstrate ethical behavior, motivating employees to perform better.

Idealized Influence and Organizational Citizenship Behavior (OCB):

II positively affects OCB as employees are more likely to engage in voluntary, extra-role behaviors when they view their leader as a moral and visionary role model (Luo & Liu, 2023). The sense of trust and admiration

generated by II motivates employees to contribute beyond their formal job duties. Relation to Hypothesis H3a: OCB is positively affected by II because it fosters a culture of commitment and collaboration, which encourages employees to act in ways that support organizational goals.

Inspirational Motivation (IM)

Inspirational motivation (IM) refers to a leader's ability to articulate an appealing vision, provide meaning to work, and instill optimism within their team. Leaders using IM effectively communicate future goals and inspire followers to achieve higher performance levels by aligning personal aspirations with organizational objectives.

Inspirational Motivation and Employee Burnout:

IM reduces burnout by providing employees with a clear sense of purpose and optimism, which are essential in high-stress environments. A study by Wei and Li (2022) found that employees who felt inspired by their leaders were more likely to experience lower levels of emotional exhaustion and cynicism. IM fosters resilience, which is crucial in high-pressure sectors like banking and finance. Relation to Hypothesis H1c: Inspirational Motivation (IM) has a negative effect on employee burnout by helping employees maintain a sense of purpose and enthusiasm, even under stress.

Inspirational Motivation and Managerial Performance:

IM contributes positively to managerial performance by aligning employees' goals with the organization's vision. According to Zhou et al. (2023), leaders who inspire and motivate their teams are more likely to see improved performance outcomes, as they help employees see the bigger picture and work towards common objectives. Leaders' ability to inspire also results in greater innovation and problem-solving, enhancing managerial effectiveness. Relation to Hypothesis H2c: IM has a positive effect on managerial performance, as it enhances employee engagement and motivation to meet organizational goals.

Inspirational Motivation and Organizational Citizenship Behavior (OCB):

IM also plays a role in fostering OCB by making employees feel more connected to the organizational mission. Luo and Liu (2023) found that employees led by inspirational leaders are more likely to display behaviors like helping colleagues and taking initiative, as they see their efforts as contributing to a greater organizational purpose. Relation to Hypothesis H3b: OCB mediates the relationship between IM and employee burnout, as employees who feel inspired are less likely to experience burnout and more likely to exhibit positive work behaviors.

Intellectual Stimulation (IS)

Intellectual stimulation (IS) involves encouraging creativity, innovation, and critical thinking by challenging existing assumptions and promoting new perspectives. Leaders who employ IS create a work environment that values problem-solving and learning, which can help mitigate stress and increase job satisfaction.

Intellectual Stimulation and Employee Burnout:

IS helps employees develop coping mechanisms by fostering a mindset focused on continuous improvement. In a study by Wang et al. (2023), employees who were encouraged to challenge the status quo and contribute innovative solutions experienced lower levels of burnout. This is because IS reduces job monotony and provides a sense of accomplishment through creative engagement. Relation to Hypothesis H1d: Intellectual Stimulation (IS) has a negative effect on employee burnout by promoting problem-solving and creative thinking, which helps employees deal with challenges effectively.

Intellectual Stimulation and Managerial Performance:

IS contributes to improved managerial performance by fostering an innovative culture where managers and employees alike are empowered to challenge norms and generate new ideas. According to Chen et al. (2022), leaders who use IS effectively inspire their teams to engage in strategic thinking, which leads to enhanced decision-making and organizational performance. Relation to Hypothesis H2d: IS positively impacts managerial performance by encouraging a culture of innovation and adaptability, leading to better decision-making and performance.

Intellectual Stimulation and Organizational Citizenship Behavior (OCB):

IS has been linked to increased OCB, as employees are more likely to take initiative and engage in discretionary behaviors when they feel their contributions are valued. Intellectual stimulation encourages a sense of ownership and accountability, which fosters OCB (Luo et al., 2023). Relation to Hypothesis H4b: OCB mediates the relationship between IS and managerial performance, as employees who are intellectually stimulated are more likely to go beyond their formal duties, which supports managerial performance.

Individualized Consideration (IC)

Individualized consideration (IC) refers to the leader's attention to the individual needs and development of each employee. Leaders who practice IC offer personalized support, mentorship, and feedback, which can reduce stress and improve job satisfaction.

Individualized Consideration and Employee Burnout:

IC helps mitigate burnout by providing employees with individualized support and resources to manage their workload. Zhang et al. (2023) found that employees who felt personally cared for by their leaders were less likely to experience burnout, as IC fosters a sense of belonging and reduces work-related stress. Relation to Hypothesis H1b: Individualized Consideration (IC) has a negative effect on employee burnout by offering personalized support, helping employees navigate challenges more effectively.

Individualized Consideration and Managerial Performance:

IC enhances managerial performance by fostering a supportive environment that nurtures employees' growth. Leaders who offer personalized attention can better understand the unique strengths and weaknesses of their team members, which leads to more effective task delegation and resource management (Chen & Li, 2023).

Relation to Hypothesis H2b: IC positively impacts managerial performance by promoting personalized development and fostering a supportive environment for employees.

Individualized Consideration and Organizational Citizenship Behavior (OCB):

IC positively influences OCB, as employees who feel supported by their leaders are more likely to engage in behaviors that benefit the organization. A study by Luo and Liu (2023) found that leaders who demonstrate IC inspire employees to go beyond their formal responsibilities to support colleagues and contribute to the organization. Relation to Hypothesis H4a: OCB positively affects managerial performance because employees who receive individualized consideration are more likely to engage in behaviors that enhance organizational functioning, which ultimately improves managerial outcomes.

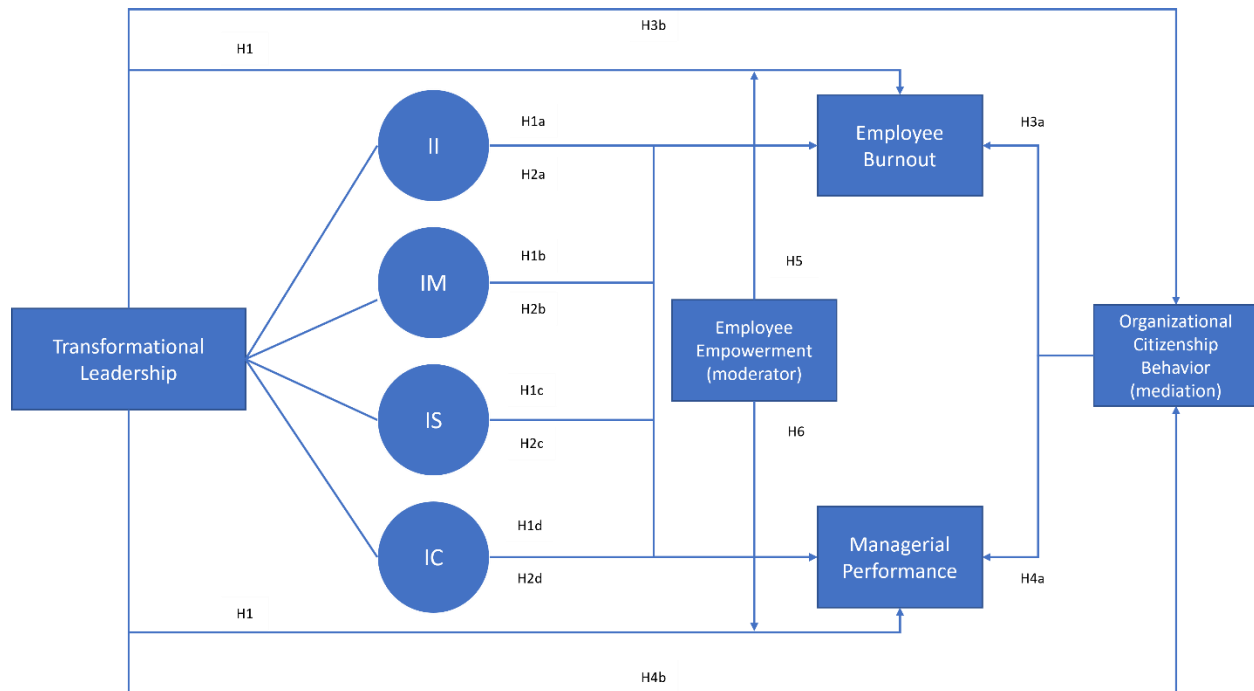
THEORETICAL FRAMEWORK & HYPOTHESES DEVELOPMENT

This research is anchored in Transformational Leadership Theory (Bass, 1990), which emphasizes a leader's ability to inspire and guide their team beyond personal self-interest, fostering a collective vision and meaningful engagement. According to this theory, transformational leaders exhibit four key dimensions:

1. **Idealized Influence** – Leaders serve as role models, gaining trust and admiration by demonstrating high ethical standards and a commitment to shared values.
2. **Individual Consideration** – Leaders provide personalized support, mentorship, and encouragement, recognizing and addressing the unique needs and potential of each team member.
3. **Inspirational Motivation** – Leaders articulate a compelling vision that motivates and energizes their team to achieve higher levels of performance and commitment.
4. **Intellectual Stimulation** – Leaders encourage innovation, creativity, and critical thinking by challenging assumptions and fostering an environment where new ideas can flourish.

These leadership qualities are instrumental in transforming individuals by enhancing their self-efficacy, fostering empowerment, and enabling them to become highly productive and functional contributors to their organizations and communities. By embodying these characteristics, transformational leaders inspire a developmental journey for those they lead, shaping them into capable, confident, and engaged individuals.

To address the research questions and test the hypotheses outlined in this study, a conceptual research model has been formulated to explore and analyze the dynamics of transformational leadership and its impact on personal and professional development.



METHODOLOGY

This study adopted a **quantitative, cross-sectional, correlational design** to investigate the relationships between **transformational leadership, employee burnout, organizational citizenship behavior (OCB), employee empowerment, and managerial performance** in China's banking and finance industry. Structured questionnaires were used to collect data, enabling hypothesis testing through statistical analysis.

Sampling Strategy and Sample Size Justification

The target population consisted of employees working in banking and financial institutions across major Chinese provinces (e.g., Beijing, Shanghai, Guangdong, Zhejiang).

Sample Size Determination (n = 385)

The sample size was calculated using **Krejcie & Morgan's (1970)** formula for finite populations, ensuring sufficient statistical power for correlation and regression analyses.

Assuming a 95% confidence level, 5% margin of error, and a population size (N) of approximately 50,000 banking employees, the required sample size was determined as follows:

$$S = \frac{X^2 \times N \times P(1-P)}{(e^2 \times (N-1)) + (X^2 \times P(1-P))} \times \frac{N}{N-1}$$

Where:

- X^2 = Chi-square value for 1 degree of freedom at 95% confidence (3.841)
- N = Estimated population size (50,000)
- P = Proportion (0.5, for maximum variability)
- e = Margin of error (0.05)

Plugging in the values:

$$S = 3.841 \times 50,000 \times 0.5(1-0.5) \div (0.0025 \times 49,999) + (3.841 \times 0.25) \approx 385$$

Sampling Technique

- A stratified random sampling method was used to ensure representation across:
 - Gender (187 female, 188 male)
 - Tenure:
 - 10 years: 38
 - 7-9 years: 129
 - 4-6 years: 150
 - ≤ 3 years: 68
 - Company Type:
 - Private firms: 244
 - Public firms: 141

Data Collection Procedure

1. An online survey platform (e.g., Wenjuanxing or Qualtrics) was used to distribute structured questionnaires.
2. Participants were recruited through corporate partnerships and professional networks in the banking sector.
3. Screening criteria ensured respondents were full-time employees in banking/finance roles.

Data Analysis Plan

1. Descriptive statistics (mean, SD, frequency distributions)
2. Correlational analysis (Pearson's r) to assess variable relationships
3. Regression analysis to test predictive relationships
4. Reliability checks (Cronbach's α) for scale consistency

Measures

All constructs were measured using validated multi-item scales on a 5-point Likert scale (1 = Never to 5 = Always), unless otherwise noted. Scales were adapted for cultural relevance through back-translation and pilot testing.

1. **Transformational Leadership:**
 - Scale: Adapted from Alkhaja and Miniano (2019)
 - Dimensions: Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC)
2. **Employee Empowerment:**
 - Scale: 14-item scale developed by Hayes (1994)
 - Subscale: autonomy, authority, and creativity.
3. **Employee Burnout:**
 - Scale: The Burnout Self-Test scale from MindTools
 - Items: Emotional exhaustion, Depersonalization, and Reduced Personal Accomplishment.
4. **Managerial Performance:**

- Scale: Seven-item managerial functions scale (Miniano & Valcorza, 2011)
- Items: Goal formulation, Resource allocation, Decision-making, and Performance measurement.

5. **Organizational Citizenship Behavior (OCB):**

- Scale: 20-item instrument by Sharma and Jain (2014)
- Subscale: Voluntary and Altruistic workplace behaviors.

Table 1. Leadership Approches: Idealized Influence Scale (Alkhaja, B. A., & Miniano, C.M.,2019)

Items
My manager clearly communicates to us the company vision and mission
My manager is able to get the employees commitment to organizational plans and objectives
My manager displays a sense of authority, confidence and integrity in performing her/his job
My manager is not clear with her/his instructions about our jobs and processes.
My manager is confident with her/his daily interaction with employees and other managers
My manager is confident in the decisions that she/he makes
My manager uses her/his power and authority in an ethical and responsible manner
My manager makes decisions that are for the benefit of the whole organization.
My manager uses his power and authority for his/her own benefits
My manager makes decisions that are for the benefit of the employees
My manager clearly communicates to us her/his expectations
My manager establishes a culture of respect in the organization
My manager appreciates employees who have done a good job
My manager resolves problems based on organizational policies and values
My manager takes credit for the achievement of the employees
My manager fulfills her/his promises
My manager trusts the employees
My manager empowers the employees by giving them important responsibilities
My manager admits her/his mistakes
My manager considers employees as a threat to their position

Table 2. Leadership Approaches: Individualized Consideration Scale (Alkhaja, B. A., & Miniano, C.M.,2019)

Items
My manager encourages employees to attend training and development activities
My manager asks for employees' suggestions when making decisions
My manager helps and supports employees with their personal problems
My manager listens to employees' opinions and issues
My manager does not give attention to employees needs
My manager clarifies issues that are not clear to employees
My manager provides feedback about employees' performance

My manager provides rewards for employees who performed well.
My manager clarifies with employees any issues or questions related to their job.
My manager does not provide helpful career advice
My manager delegates problem-solving responsibilities to some employees
My manager listens to employee complaints and grievances
My manager considers our strengths and weaknesses when assigning tasks and responsibilities
My manager finds time to personally talk to employees
My manager ridicule employees in public
My manager encourages employees to speak up during meetings
My manager helps low performance employees to improve
My manager keeps employees informed about issues and company actions that would affect them
My manager initiates actions to solve conflicts among employees
My manager does not give attention when employees are speaking

Table 3. Leadership Approaches: Inspirational Motivation Scale (Alkhaja, B. A., & Miniano, C.M.,2019)

Items
My manager attends employee events to show support and solidarity with employees
My manager explains the benefits to employees in achieving the plans and objectives of the organization
My manager ensures to provide safe and healthy working condition for employees
My manager ensures that employee career advancement and promotion policies are effectively implemented.
My manager shows favoritism when dealing with employees
My manager builds common agreement before moving forward with tasks
My manager immediately solves problems that disrupts employee's work.
My manager clearly specifies tasks that are priority at the moment
My manager encourages teamwork
My manager provides incomplete resources necessary for the performance of the tasks that she/he assigns
My manager ensures that employees are paid fairly and equitably
My manager does not force employees to do things that are against her/her personal values
My manager finds time to asks employees about the family
My manager sets time to celebrate company goals/quota/targets achievement
My manager punishes employees when they fail to accomplish their assigned tasks
My manager provides both non-financial and financial rewards for excellent performers
My manager ensures that office tools, machines and equipment used by employees are in good working condition
My manager ensures that employees have sufficient work breaks
My manager ensures that there is no discrimination in the workplace
My manager does not value the contribution of employees

Table 4. Leadership Approches: Intellectual Simulation Scale (Alkhaja, B. A., & Miniano, C.M.,2019)

Items
My manager encourages employees to generate new ideas for work, process, product or company improvement
My manager encourages employees to be creative and innovative.
My managers stimulate employees to suggest alternative solutions to some recurrent company problems
My manager encourages employees to provide feedback among each other
My manager rejects ideas from new employees
My manager conducts regular meetings to discuss issues and problems
My manager encourages employees to conduct action research about company-related concerns
My manager shows appreciation to employees' new ideas and suggestions
My manager encourages employees to think out of the box
My manager thinks that employees lack creativity and innovativeness
My manager encourages employees to formulate constructive criticisms about company systems and processes
My manager establishes mechanisms to poster project or task collaboration among employees
My manager provides seminars or trainings on creativity and innovations
My manager encourages the use of innovative tools and new technologies to improve work productivity
My manager gets irritated when employees raise questions
My manager encourages benchmarking activities
My manager encourages customer participation for quality improvement
My manager delegates to employees some decision-making responsibilities
My manager encourages senior employees to mentor the juniors
My manager considers creative and innovative employees as a threat to her/his position

Table 5. Employee Empowerment Scale (Hayes, 1994)

Items
I am allowed to do almost anything to do a high-quality job.
I would like a job that would give me more authority
I have the authority to correct problems when they occur.
I am allowed to be creative when I deal with problems at work
I do not have to go through a lot of red tape to change things
I have a lot of control over how I do my job.
I do not need to get management's approval before I handle problems.
I have a lot of responsibility in my job
I am encouraged to handle job-related problems by myself
I can make job changes on my job, whenever I want.
I have to follow procedures closely in my job
I have to go through a lot of red tapes to get things done in my work.
I wish management would give me more authority
I can take charge of problems that require immediate attention

Table 6. Employee Burn-out Scale (Burnout Self-Test: Checking Yourself for Burn-out)

Items
I feel run down and drained of physical or emotional energy.
I have negative thoughts about my job.
I am harder and less sympathetic with people than perhaps
I am easily irritated by small problems, or by my co-workers team.
I feel misunderstood or unappreciated by my co-workers.
I feel that I have no one to talk to
I feel that I am achieving less than I should.
I feel under an unpleasant level of pressure to succeed.
I feel that I am not getting what I want out of my job.
I feel that I am in the wrong organization or the wrong profession
I am frustrated with parts of my job.
I feel that organizational politics or bureaucracy frustrate my ability to do a good job.
I feel that there is more work to do than I practically have the ability
I feel that I do not have time to do many of the things that are important to doing a good quality job.
I find that I do not have time to plan as much as I would like to.

Table 7. Managerial functions Scale (Miniano, C.M., & Valcorza, P.J., 2011)

Items
Your manager's ability to formulate sound objectives, goals and plans for the organization, and generating effective strategies to achieve those objectives
Your manager's ability to generate, distribute, and budget all the necessary resources (money, man, machines, methods) at the right place, right time, right quantity, right quality when needed.
Ability to influence and motivate the employees to work and contribute toward the achievement of organizational goals and objectives
Your manager's ability to provide creative and innovative ideas for products, systems, processes and solutions to problems faced by your organization
The ability of your manager to provide safeguards, and control systems to avoid deviations from plans or to avoid losses for the organization
The ability of your manager to measure performance (employee/financial/operation) based of established standard and initiating necessary action to ensure achievement of desired output and outcomes
The ability of your manager to make sound, efficient, creative, innovative and cost-efficient decisions that are aligned with company's values, policies and strategic plans

Table 8. Organizational Citizenship: Behaviors Scale (Sharma, V., & Jain, S., 2014)

Items
I create a healthy and cheerful atmosphere in the workplace
I listen to coworkers' problems and suggest solutions

I try to improve the working conditions in the company
I volunteer to take additional tasks
I spread goodwill about the company inside and outside of the organization
I give constructive criticisms and suggestions for improvement
I am enthusiastic about my job
I care about the welfare of my co-workers
I help my co-workers to develop their skills
I provide suggestions to co-workers to improve their work performance
I follow organizational rules even when not watched
I get excited with new work assignments
I help new employees adjust in the new working condition
I protect and save organizational resources
I promote the products and services of the organization
I do not listen to anything wrong about my company
I do not complain about insignificant things at the workplace
I provide extra support to customers
I would also want my children for my company if given a chance.
I always feel the my company is the best place to work

RELIABILITY AND VALIDITY

To ensure the internal consistency of the scales, Cronbach's alpha reliability coefficients were computed for each measure. When the Cronbach α is more significant than 0.7 (Nunnally & Bernstein, 1994)., it is generally believed that the scale is relatively reliable and can be further analyzed. When the Cronbach α coefficient is greater than 0.8, it indicates that the reliability and stability of the scale are ideal.

Table 8.1 Cronbach's Alpha Reliability Statistics Test

Measures	Reliability Statistics	
	No. of Items	α
Idealized Influence	20	0.927
Individualized Consideration	20	0.930
Inspiration Motivation	20	0.944
Intellectual Simulation	20	0.936
Employee Empowerment	14	0.881
Employee Burnout	15	0.935
Managerial Performance	7	0.923
Organizational Citizenship Behavior	20	0.933

Cronbach's alpha values ranged from 0.812 to 0.921, indicating high internal consistency and reliability of the measurement scales. The TL dimensions (Idealized Influence, Inspirational Motivation, Individualized

Consideration, Intellectual Stimulation) had alpha values above 0.85, reflecting their strong reliability. The lowest alpha value (0.812) was observed for Employee Empowerment, but it still meets the acceptable threshold.

Exploratory Factor Analysis (EFA) is a statistical technique used to identify the underlying structure of a dataset, specifically the latent variables (factors) that influence the observed variables (survey items).

Table 8.2 Factor Loadings

	Factor		Uniqueness
	1	2	
TL	1.094		-0.0746
IC	0.671		0.4375
IM	0.628		0.4511
IS	0.598		0.4480
EE	0.592		0.5953
II	0.455		0.5398
MP		0.813	0.3747
OCB		0.652	0.3981
EB			0.7049

The results of the Exploratory Factor Analysis (EFA) using the minimum residual extraction method with oblimin rotation revealed two underlying factors. Factor 1 strongly correlates with variables such as TL (1.094), IC (0.671), IM (0.628), IS (0.598), and EE (0.592), suggesting these items share a common latent trait, likely reflecting a cohesive construct. II (0.455) showed a weaker association with Factor 1 but remains relevant.

Factor 2, on the other hand, is primarily associated with MP (0.813) and OCB (0.652), indicating these variables are distinct but related to a different latent construct. EB (0.7049) shows a strong association with Factor 2 despite its relatively higher uniqueness value, suggesting it partially aligns with the extracted factor structure.

The uniqueness values indicate that most variables are well-represented by the factors, with low uniqueness for MP (0.3747) and moderate values for II (0.5398) and EE (0.5953). However, EB (0.7049) shows higher uniqueness, implying that a significant portion of its variance is not explained by the identified factors.

Overall, the analysis demonstrates a clear separation between the two factors, with strong item loadings that support the validity of the factor structure. These findings provide a robust basis for interpreting the latent constructs measured by the survey instrument.

Table 8.3 Bartlett's Test of Sphericity

χ^2	df	p
4921	36	< .001

Table 8.4 KMO Measure of Sampling Adequacy

	MSA
Overall	0.498
II	0.973
IC	0.370
IM	0.368
IS	0.370
EE	0.304
EB	0.983
MP	0.924
OCB	0.930
TL	0.492

The assumption checks for conducting Exploratory Factor Analysis (EFA) were evaluated using Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy.

Bartlett's Test of Sphericity yielded a chi-square value (χ^2) of 4921 with 36 degrees of freedom, and a p-value less than 0.001 ($p < 0.001$), indicating that the correlation matrix is not an identity matrix and is suitable for factor analysis.

However, the KMO Measure of Sampling Adequacy (MSA) reported an overall value of 0.498, which is below the acceptable threshold of 0.6, suggesting that the dataset does not generally meet the adequacy requirement for factor analysis. While some variables demonstrate high MSA values, such as II (0.973), EB (0.983), MP (0.924), and OCB (0.930), other variables, including IC (0.370), IM (0.368), IS (0.370), and EE (0.304), show very low MSA values, indicating they may not be well-suited for inclusion in the factor analysis.

These results suggest that while some items have sufficient sampling adequacy, the overall data set is not optimal for factor analysis. Removing or revising items with low MSA values and collecting additional data could improve the suitability for EFA.

Table 8.5 Initial Eigenvalues

Factor	Eigenvalue
1	4.8030
2	0.2270
3	0.1395
4	0.0542
5	0.0157
6	-0.0311
7	-0.0806
8	-0.1318
9	-0.1964

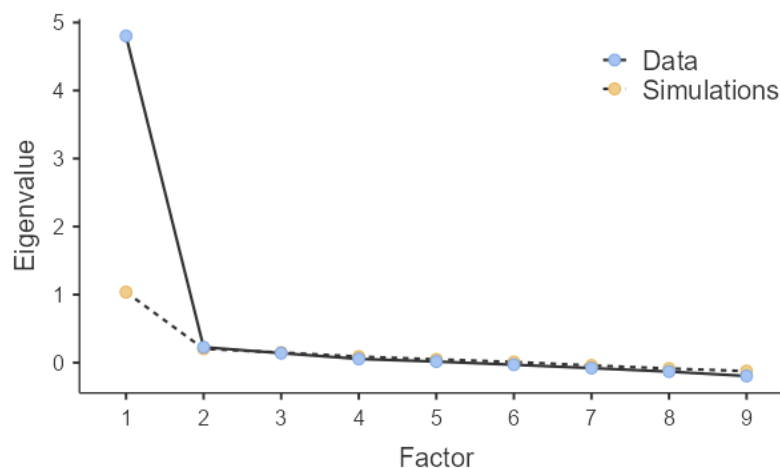
The Initial Eigenvalues provide insight into the variance explained by each factor in the dataset. The analysis revealed the following:

Factor 1 has an eigenvalue of 4.8030, indicating it explains a substantial proportion of the total variance. This suggests Factor 1 represents a significant latent construct within the data.

Factor 2 has an eigenvalue of 0.2270, which is far below the typical threshold of 1.0 for retaining factors, suggesting it contributes minimally to the variance.

The remaining factors (Factors 3 to 9) have eigenvalues less than 1, with most being negative, indicating they explain negligible or no meaningful variance and are likely statistical noise.

Table 8.6 Scree Plot



RESULTS AND DISCUSSION

We investigated the interrelationship between transformational leadership, employee burnout, organizational citizenship behavior, employee empowerment and managerial performance among three hundred eighty-five employees of selected public and private firms that belong to banking and finance industry.

Table 9 provides a comprehensive summary of the descriptive statistics for the key variables in the study: Transformational Leadership (TL), Employee Burnout (EB), Managerial Performance (MP), Organizational Citizenship Behavior (OCB), and Employee Empowerment (EE). The metrics reported include the mean, standard deviation, and variance, which collectively provide insights into the central tendencies and variability of these variables.

Transformational Leadership (TL) Dimensions. The dimensions of Transformational Leadership—Idealized Influence (II), Inspirational Motivation (IM), Individualized Consideration (IC), and Intellectual Stimulation (IS)—revealed mean scores ranging from 3.04 to 3.14, suggesting that respondents perceived their leaders as demonstrating moderate to high levels of transformational behaviors. The relatively low standard deviations (ranging from 0.435 to 0.701) and variances (0.158 to 0.491) suggest that responses were fairly consistent across participants, reflecting a shared perception of leadership behavior among employees.

The mean score for Employee Burnout (2.84) was notably lower compared to other variables, indicating that employees generally experienced low levels of burnout. However, the standard deviation (0.894) and variance (0.799) for burnout were higher relative to other variables, suggesting more variability in how burnout was perceived or experienced by employees. This variability may be influenced by individual differences in work stress, coping mechanisms, or job roles.

Managerial Performance exhibited a mean score of 3.17, the second-highest among the variables, highlighting overall positive evaluations of managerial effectiveness. The higher standard deviation (1.07) and variance (1.14) suggest some variability in managerial performance perceptions, possibly reflecting differences in leadership styles, team dynamics, or organizational contexts.

The mean score for Organizational Citizenship Behavior (3.21) was the highest among all variables, indicating strong voluntary behaviors exhibited by employees that go beyond formal job responsibilities. The relatively moderate standard deviation (0.826) and variance (0.682) reflect that these behaviors are commonly observed across the organization, though there may be some individual differences in the extent of these behaviors.

Employee Empowerment had a mean of 3.14, indicating moderately high perceptions of autonomy and involvement in decision-making. The low standard deviation (0.435) and variance (0.189) suggest a high degree of agreement among employees regarding empowerment within the organization. This aligns with a leadership environment that fosters trust and participative decision-making.

The overall mean score for Transformational Leadership (3.09) supports the finding that transformational leadership is moderately to highly prevalent within the organizational context. The low standard deviation (0.398) and variance (0.158) further suggest consistent perceptions among employees about leadership practices.

Table 9. Descriptive Statistics: Mean, Standard Deviation and Variance

	II	IC	IM	IS	EE	EB	MP	OCB	TL
N	385	385	385	385	385	385	385	385	385
Mean	3.04	3.08	3.07	3.06	3.14	2.84	3.17	3.21	3.09
Standard deviation	0.701	0.502	0.562	0.529	0.435	0.894	1.07	0.826	0.398
Variance	0.491	0.252	0.316	0.279	0.189	0.799	1.14	0.682	0.158

Table 10 presents the correlations among the key variables of this study, including the dimensions of Transformational Leadership (TL), Employee Burnout (EB), Managerial Performance (MP), Organizational Citizenship Behavior (OCB), and Employee Empowerment (EE). These correlations provide valuable insights into the strength and direction of relationships between these constructs, with statistically significant results ($p < .001$) across all variables.

The correlations between the dimensions of Transformational Leadership (Idealized Influence [II], Inspirational Motivation [IM], Individualized Consideration [IC], and Intellectual Stimulation [IS]) range from 0.481 to 0.515. This indicates moderate to strong interrelationships among these dimensions, suggesting that transformational leadership is perceived as a cohesive construct. Furthermore, the significant correlations confirm the reliability of the transformational leadership questionnaire adopted in this research.

Managerial Performance (MP): Transformational Leadership demonstrates a strong positive correlation with Managerial Performance ($r = 0.610$), reinforcing the idea that transformational leadership behaviors enhance managerial effectiveness and performance.

Organizational Citizenship Behavior (OCB): The correlation between TL and OCB is 0.653, indicating that transformational leadership promotes voluntary, extra-role behaviors that benefit the organization.

Employee Burnout (EB): TL has a significant negative correlation with Employee Burnout ($r = -0.494$), suggesting that transformational leadership plays a protective role in reducing burnout by fostering a supportive and empowering environment.

Employee Empowerment (EE): TL also exhibits a very strong positive correlation with Employee Empowerment ($r = 0.715$), emphasizing the role of transformational leaders in enhancing employees' sense of autonomy, involvement, and capability.

Organizational Citizenship Behavior (OCB): OCB is positively correlated with Managerial Performance ($r = 0.607$), underscoring the importance of discretionary employee behaviors in enhancing managerial outcomes. Additionally, OCB is negatively correlated with Employee Burnout ($r = -0.397$), suggesting that employees who exhibit higher OCB are less likely to experience burnout.

Table 10. Correlations: TL, EB, MP, OCB and EE

	II	IC	IM	IS	TL	EB	MP	OCB	EE
II	—								
IC	0.53 ** 1 *	—							
IM	0.56 ** 6 *	0.54 ** 5 *	—						
IS	0.48 ** 1 *	0.50 ** 5 *	0.51 ** 3 *	—					
TL	0.64 ** 0 *	0.79 ** 8 *	0.80 ** 5 *	0.80 ** 6 *	—				
EB	- 0.36 ** 0 *	- 0.43 ** 7 *	- 0.35 ** 8 *	- 0.42 ** 2 *	- 0.49 ** 4 *	—			
MP	0.46 ** 8 *	0.47 ** 0 *	0.49 ** 7 *	0.52 ** 6 *	0.61 ** 0 *	- 0.41 ** 6 *	—		
OCB	0.50 ** 9 *	0.52 ** 9 *	0.52 ** 9 *	0.51 ** 7 *	0.65 ** 3 *	- 0.39 ** 7 *	0.60 ** 7 *	—	
EE	0.40 ** 8 *	0.44 ** 5 *	0.39 ** 5 *	0.48 ** 4 *	0.71 ** 5 *	- 0.32 ** 7 *	0.40 ** 8 *	0.46 ** 3 *	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

To investigate the effect of Transformational Leadership (TL) on Employee Burnout (EB), a simple linear regression analysis was conducted. The results, summarized in Table 11, confirm a statistically significant negative relationship between TL and EB, providing strong evidence that transformational leadership reduces burnout among employees.

Table 11. Regression Analysis Summary for Transformational Leadership and Employee Burnout

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.494	0.244	0.242	124	1	383	< .001

Model Coefficients - EB				
Predictor	Estimate	SE	t	p
Intercept	6.27	0.3107	20.2	< .001
TL	-1.11	0.0998	-11.1	< .001

Intercept ($\beta_0 = 6.27$, $p < 0.001$): The intercept represents the predicted level of Employee Burnout when TL is zero. This baseline EB value underscores the potential for high burnout in the absence of transformational leadership. TL Coefficient ($\beta_1 = -1.11$, $SE = 0.0998$, $t = -11.1$, $p < 0.001$): The negative coefficient for TL indicates that for every one-unit increase in TL, EB decreases by 1.11 units. This relationship is highly significant ($p < 0.001$), with a large t-value reflecting the strength of this effect. The small standard error ($SE = 0.0998$) further supports the precision of this estimate. The regression analysis indicates that transformational leadership (-1.11 , $p < 0.001$) negatively affects Employee Burnout, with a significant relationship.

To further examine the unique contributions of each dimension of Transformational Leadership—Idealized Influence (II), Individualized Consideration (IC), Inspirational Motivation (IM), and Intellectual Stimulation (IS)—on Employee Burnout (EB), simple linear regression analyses were conducted. The results, summarized in Table 12, reveal that certain dimensions of TL play a more significant role in reducing burnout than others. Individualized Consideration (IC): Estimate = -0.4352 , $p < 0.001$. IC has the strongest negative relationship with EB among all dimensions. For every one-unit increase in IC, burnout decreases by 0.4352 units. Intellectual Stimulation (IS): Estimate = -0.3830 , $p < 0.001$. IS also demonstrates a significant negative relationship with EB, though its effect size is slightly smaller than that of IC. Idealized Influence (II): Estimate = -0.1136 , $p = 0.0124$. II has a statistically significant but weaker negative effect on EB compared to IC and IS. Inspirational Motivation (IM): Estimate = -0.0919 , $p = 0.329$. IM does not show a statistically significant effect on EB in this analysis.

Table 12. Regression Analysis Summary for each dimension of Transformational Leadership and Employee Burnout

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.505	0.255	0.247	32.5	4	380	< .001

Model Coefficients - EB

Predictor	Estimate	SE	t	p
Intercept	5.9811	0.2825	21.176	< .001
II	-0.1136	0.0737	-1.543	0.0124
IC	-0.4352	0.1026	-4.241	< .001
IM	-0.0919	0.0940	-0.978	0.329
IS	-0.3830	0.0935	-4.096	< .001

To evaluate the impact of Transformational Leadership (TL) on Managerial Performance (MP), a simple linear regression analysis was conducted. The results in Table 13 reveal a strong and statistically significant positive relationship between TL and MP, highlighting the role of transformational leadership in enhancing managerial effectiveness.

Intercept ($\beta_0 = -1.89$, $p < 0.001$): The negative intercept represents the hypothetical baseline level of Managerial Performance when TL is zero. While this is not a realistic scenario, it underscores the necessity of leadership behaviors to achieve positive managerial outcomes. TL Coefficient ($\beta_1 = 1.64$, $p < 0.001$): The positive coefficient indicates that for every one-unit increase in TL, Managerial Performance improves by 1.64 units. The high t-value ($t = 15.07$) and low standard error ($SE = 0.109$) demonstrate the precision and strength of this relationship.

Table 13. Regression Analysis Summary for Transformational Leadership and Managerial Performance

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.610	0.372	0.371	227	1	383	< .001

Model Coefficients - MP

Table 13. Regression Analysis Summary for Transformational Leadership and Managerial Performance

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
Predictor	Estimate	SE	t	p			
Intercept	-1.89	0.338	-5.58	< .001			
TL	1.64	0.109	15.07	< .001			

To understand the unique contribution of each dimension of Transformational Leadership—Idealized Influence (II), Individualized Consideration (IC), Inspirational Motivation (IM), and Intellectual Stimulation (IS)—on Managerial Performance (MP), simple linear regression analyses were performed. The results, summarized in Table 14, demonstrate that all dimensions have a positive and statistically significant impact on managerial performance, with varying levels of influence. Idealized Influence (II): Estimate = 0.224, $p = 0.005$. II has a statistically significant positive effect on MP. For every one-unit increase in II, MP improves by 0.224 units. Individualized Consideration (IC): Estimate = 0.309, $p = 0.006$. IC demonstrates a significant positive relationship with MP. A one-unit increase in IC results in a 0.309-unit improvement in MP. Inspirational Motivation (IM): Estimate = 0.356, $p < 0.001$. IM has a strong and statistically significant impact on MP. For each one-unit increase in IM, MP increases by 0.356 units. Intellectual Stimulation (IS): Estimate = 0.575, $p < 0.001$. IS emerges as the strongest predictor of MP among the four TL dimensions, with a one-unit increase in IS leading to a 0.575-unit improvement in MP.

Table 14. Regression Analysis Summary for each dimension of Transformational Leadership and Managerial Performance

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.617	0.380	0.374	58.3	4	380	< .001

Model Coefficients - MP

Predictor	Estimate	SE	t	p
Intercept	-1.321	0.3073	-4.30	< .001
II	0.224	0.0801	2.80	0.005
IC	0.309	0.1116	2.77	0.006

Table 14. Regression Analysis Summary for each dimension of Transformational Leadership and Managerial Performance

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
IM	0.356	0.1023	3.48	< .001			
IS	0.575	0.1017	5.66	< .001			

To assess the impact of Transformational Leadership (TL) on Organizational Citizenship Behavior (OCB), a simple linear regression analysis was performed. The results, as presented in Table 15, indicate a significant positive relationship, with TL serving as a strong predictor of OCB. Intercept ($\beta_0 = -0.978$, $p < 0.001$): The negative intercept represents the hypothetical baseline level of OCB when TL is zero. While this scenario is not realistic in practice, it highlights the foundational role of TL in fostering OCB. TL Coefficient ($\beta_1 = 1.355$, $p < 0.001$): The positive coefficient indicates that for every one-unit increase in TL, OCB increases by 1.355 units. The high t-value ($t = 16.88$) and low standard error ($SE = 0.0803$) confirm the precision and statistical strength of this relationship.

Table 15. Regression Analysis Summary for each dimension of Transformational Leadership and OCB

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.653	0.427	0.425	285	1	383	< .001

Model Coefficients - OCB

Predictor	Estimate	SE	t	p
Intercept	-0.978	0.2500	-3.91	< .001
TL	1.355	0.0803	16.88	< .001

To explore the influence of **Organizational Citizenship Behavior (OCB)** on **Employee Burnout (EB)**, a simple linear regression analysis was conducted. The results, presented in Table 16, demonstrate a significant negative relationship between OCB and EB, indicating that higher levels of OCB are associated with lower levels of employee burnout. Intercept ($\beta_0 = 4.218$, $p < 0.001$): The intercept represents the baseline level of Employee Burnout when OCB is at zero. Although hypothetical, it shows the level of burnout in the absence of any citizenship behaviors. OCB Coefficient ($\beta_1 = -0.430$, $p < 0.001$): The negative coefficient indicates that

for every one-unit increase in OCB, Employee Burnout decreases by 0.430 units. The high t-value ($t = -8.46$) and low standard error ($SE = 0.0508$) signify that the relationship is statistically robust and precise.

Table 16. Regression Analysis Summary for OCB and Employee burnout

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.397	0.157	0.155	71.6	1	383	< .001

Model Coefficients – EB

Predictor	Estimate	SE	t	p
Intercept	4.218	0.1682	25.08	< .001
OCB	-0.430	0.0508	-8.46	< .001

To investigate the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Transformational Leadership (TL) and Employee Burnout (EB), a mediation analysis using the bootstrapping method was conducted, as recommended by Preacher and Hayes (2008). This method is particularly suited for smaller samples and non-normal data, ensuring reliable and robust results. The results, as presented in Table 17, reveal the following effects:

Indirect Effect (Mediation Path): Estimate = -0.189, SE = 0.0931, Z = -2.03, p = 0.042. The significant p-value ($p < 0.05$) confirms that OCB mediates the relationship between TL and EB. This indirect effect suggests that TL influences EB partially through its impact on OCB. Specifically, transformational leadership reduces burnout by fostering citizenship behaviors among employees.

Direct Effect (Direct Relationship): Estimate = -0.922, SE = 0.1690, Z = -5.46, $p < 0.001$. The direct effect remains significant, indicating that TL independently reduces EB beyond its impact on OCB. This suggests a dual mechanism where TL alleviates burnout both directly and indirectly through OCB.

Total Effect (Combined Influence): Estimate = -1.111, SE = 0.1250, Z = -8.89, $p < 0.001$. The total effect represents the cumulative influence of TL on EB, combining both the direct and indirect pathways. Transformational Leadership significantly reduces Employee Burnout as a holistic measure.

Table 17. Mediation Analysis: OCB, TL and EB

Effect	Estimate	SE	Z	p
Indirect	-0.189	0.0931	-2.03	0.042
Direct	-0.922	0.1690	-5.46	< .001

Table 17. Mediation Analysis: OCB, TL and EB

Effect	Estimate	SE	Z	p
Total	-1.111	0.1250	-8.89	<.001

To evaluate the impact of Organizational Citizenship Behavior (OCB) on Managerial Performance (MP), a simple linear regression analysis was conducted. The results, summarized in Table 18, provide valuable insights into how voluntary employee behaviors influence managerial outcomes. The intercept ($\beta = 0.649$, $p < 0.001$) represents the baseline managerial performance when OCB is at zero. The slope coefficient ($\beta = 0.785$) indicates that for every one-unit increase in OCB, managerial performance increases by 0.785 units. This highlights the practical and meaningful contribution of OCB to managerial success.

The positive coefficient ($\beta = 0.785$, $p < 0.001$) demonstrates that OCB has a significant positive impact on managerial performance. This indicates that higher levels of OCB within an organization contribute to enhanced managerial outcomes.

Table 18. Regression Analysis Summary for OCB and Managerial Performance

Model	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
1	0.607	0.369	0.367	224	1	383	<.001

Model Coefficients - MP

Predictor	Estimate	SE	t	p
Intercept	0.649	0.1736	3.74	<.001
OCB	0.785	0.0524	14.97	<.001

The mediation analysis explored whether Organizational Citizenship Behavior (OCB) serves as a mediator between Transformational Leadership (TL) and Managerial Performance (MP). Using the bootstrapping method as recommended by Preacher and Hayes (2008), the results indicate significant mediation effects, highlighting the role of OCB in strengthening the relationship between TL and MP. The total effect of TL on MP is 1.636 ($p < 0.001$), indicating that transformational leadership has a substantial positive impact on managerial performance when both direct and indirect effects are considered. The direct effect of TL on MP is 0.998 ($p < 0.001$). This shows that even without considering OCB as a mediator, transformational leadership positively and significantly enhances managerial performance. The indirect effect of TL on MP through OCB is 0.638 ($p < 0.001$), confirming that OCB mediates the relationship. The significant Z-value ($Z = 5.43$)

underscores the strength of this indirect effect. The bootstrapping method provided robust standard error estimates (SE = 0.1174 for the indirect effect), ensuring the reliability of the findings, even with potential non-normality in the data. The Table 19 shows the result.

Table 19. Mediation Analysis: OCB, TL and MP

Effect	Estimate	SE	Z	p
Indirect	0.638	0.1174	5.43	< .001
Direct	0.998	0.1437	6.95	< .001
Total	1.636	0.0846	19.33	< .001

This analysis sought to determine whether Employee Empowerment (EE) moderates the effect of Transformational Leadership (TL) on Employee Burnout (EB). Moderation analysis was conducted using a bootstrapping method, and the results indicate that while TL has a significant negative effect on EB, EE does not significantly moderate this relationship. TL has a strong negative effect on EB, with an estimated coefficient of -1.1965 ($p < 0.001$). EE shows a very weak and statistically insignificant positive effect on EB ($\beta = 0.0764$, $p = 0.585$). The interaction term (TL x EE) is not statistically significant ($\beta = 0.3748$, $p = 0.172$), indicating that EE does not significantly alter the relationship between TL and EB. The Table 20 shows the result.

Table 20. Moderation Analysis: EE, TL and EB

	Estimate	SE	Z	p
TL	-1.1965	0.151	-7.927	< .001
EE	0.0764	0.140	0.546	0.585
TL * EE	0.3748	0.274	1.366	0.172

This analysis aimed to determine whether Employee Empowerment (EE) moderates the relationship between Transformational Leadership (TL) and Managerial Performance (MP). The results from the bootstrapping method suggest that while TL has a significant positive effect on MP, EE does not significantly moderate this relationship. TL has a strong positive impact on MP, with a coefficient of 1.745 ($p < 0.001$). The coefficient for EE is negative but minimal ($\beta = -0.121$, $p = 0.437$), and the z-value (-0.778) indicates an insignificant effect of EE on MP. The interaction term (TL x EE) is also not statistically significant ($\beta = -0.217$, $p = 0.165$), indicating that EE does not significantly alter the positive relationship between TL and MP. The Table 21 shows the result.

Table 21. Moderation Analysis: EE, TL and MP

	Estimate	SE	Z	p
TL	1.745	0.153	11.379	< .001
EE	-0.121	0.155	-0.778	0.437
TL * EE	-0.217	0.157	-1.387	0.165

The findings indicate that Employee Empowerment (EE) does not significantly moderate the relationship between Transformational Leadership (TL) and either Employee Burnout (EB) or Managerial Performance (MP). Similarly, Inspirational Motivation (IM), a dimension of TL, does not exhibit a significant effect within this model. These results suggest that while transformational leadership plays a critical role in influencing employee outcomes and managerial performance, neither EE nor IM contributes meaningfully as moderators or direct predictors in these relationships.

Hypothesis #	Hypothesis	Result
H1	Transformational Leadership has a negative effect on employee burnout.	Accepted
H1a	TL's Idealized Influence has a negative effect on employee burnout.	Accepted
H1b	TL's Individualized Consideration has a negative effect on employee burnout.	Accepted
H1c	TL's Inspirational Motivation has a negative effect on employee burnout.	Rejected
H1d	TL's Intellectual Stimulation has a negative effect on employee burnout.	Accepted
H2	Transformational Leadership has a positive effect on Managerial Performance.	Accepted
H2a	TL's Idealized Influence has a positive effect on managerial performance.	Accepted
H2b	TL's Individualized Consideration has a positive effect on managerial performance.	Accepted
H2c	TL's Inspirational Motivation has a positive effect on managerial performance.	Accepted
H2d	TL's Intellectual Stimulation has a positive effect on managerial performance.	Accepted
H3	Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior.	Accepted

H3a	Organizational Citizenship Behavior has a significant effect on employee burnout.	Accepted
H3b	Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Employee Burnout.	Accepted
H4	Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior.	Accepted
H4a	Organizational Citizenship Behavior has a significant positive effect on Managerial Performance.	Accepted
H4b	Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Managerial Performance.	Accepted
H5	Employee Empowerment moderates the effect of Transformational Leadership on Employee Burnout.	Rejected
H6	Employee Empowerment moderates the effect of Transformational Leadership on Managerial Performance.	Rejected

The statistical findings reveal several key insights into the dynamics of transformational leadership (TL), employee burnout (EB), managerial performance (MP), and organizational citizenship behavior (OCB).

Transformational Leadership and Employee Burnout

Transformational leadership demonstrates a significant negative effect on employee burnout. As TL increases, EB decreases, suggesting that effective transformational leadership alleviates burnout among employees. Among the TL dimensions, Individualized Consideration (IC) has the strongest negative relationship with EB. IC provides personalized support and resources, enabling employees to better manage their workload and reduce stress. This finding aligns with Zhang et al. (2023), who reported that employees experiencing individualized care from leaders felt a stronger sense of belonging and lower stress levels. Conversely, Inspirational Motivation (IM) does not show a statistically significant effect on EB in this model, indicating that IM's impact on burnout may be limited. This result contradicts Wei and Li (2022), who found that employees inspired by their leaders experienced reduced emotional exhaustion and cynicism.

Transformational Leadership and Managerial Performance

Transformational leadership positively influences managerial performance, with Intellectual Stimulation (IS) emerging as the most impactful dimension. IS fosters an innovative culture, encouraging strategic thinking and the generation of new ideas, thereby enhancing managerial performance. This is consistent with Chen et al. (2022), who observed that leaders employing IS inspired teams to engage in deep strategic analysis, leading to better decision-making and overall organizational success. Liu et al. (2023) also highlighted that transformational leadership traits helped managers navigate the complexities of highly regulated environments, such as China's banking sector.

Transformational Leadership and Organizational Citizenship Behavior

Transformational leadership has a significant positive effect on organizational citizenship behavior, corrobor-

ating findings by Zhang et al. (2022), who identified a strong correlation between TL and OCB. Moreover, OCB plays a critical role in mediating the relationship between TL and both EB and MP. OCB has a significant negative relationship with EB, helping reduce burnout through voluntary, cooperative behaviors, and a moderate to strong positive relationship with MP, enhancing overall managerial effectiveness.

Employee Empowerment as a Moderator

Employee empowerment (EE) does not significantly moderate the relationship between transformational leadership and either employee burnout or managerial performance. This result diverges from studies by Chen & Li (2023) and Zhou et al. (2023). Chen & Li (2023) found that empowered employees exhibited greater resilience and lower emotional exhaustion under transformational leaders, while Zhou et al. (2023) observed that empowerment amplified TL's positive effects on managerial performance by fostering innovation and proactive behaviors.

CONCLUSION AND RECOMMENDATION

This research explored the interplay between Transformational Leadership (TL), Employee Burnout (EB), Managerial Performance (MP), Organizational Citizenship Behavior (OCB), and Employee Empowerment (EE) within the context of the Chinese banking and finance industry. The findings reveal that transformational leadership significantly reduces employee burnout, with Individualized Consideration (IC) emerging as the most effective dimension in mitigating stress and fostering a sense of belonging. However, Inspirational Motivation (IM) did not significantly impact burnout, a result that contradicts previous studies.

Additionally, transformational leadership demonstrated a strong positive influence on managerial performance, with Intellectual Stimulation (IS) identified as the most impactful dimension due to its emphasis on fostering innovation and strategic thinking. The research also highlights a significant positive relationship between TL and OCB, with OCB mediating the effects of TL on both burnout and managerial performance. Employees exhibiting higher levels of OCB experienced reduced burnout and enhanced managerial outcomes, reinforcing the value of fostering voluntary, prosocial behaviors in the workplace. Despite its importance in organizational practices, Employee Empowerment (EE) was not found to significantly moderate the relationships between TL and either burnout or performance, challenging existing literature that suggests empowerment amplifies leadership effectiveness.

These findings underscore the critical role of transformational leadership in promoting employee well-being, enhancing managerial performance, and cultivating a collaborative and resilient workforce. However, they also point to the need for context-specific strategies and further exploration of moderating factors, such as organizational culture or job complexity, to fully understand the dynamics of these relationships.

Based on the findings of this study, it is recommended that organizations focus on enhancing transformational leadership behaviors, particularly Individualized Consideration (IC) and Intellectual Stimulation (IS), as these dimensions have shown the most significant positive effects on employee well-being and managerial performance. Leadership development programs should prioritize fostering these behaviors to create supportive work environments that reduce employee burnout and encourage innovation.

Additionally, organizations should invest in initiatives that promote Organizational Citizenship Behavior (OCB), as it plays a crucial mediating role in enhancing both employee resilience and managerial success.

Encouraging voluntary, cooperative behaviors through recognition and team-building activities can significantly improve organizational outcomes. While Employee Empowerment (EE) did not moderate the relationship between TL and burnout or performance in this study, it remains an important organizational practice.

Future research should explore the conditions under which empowerment may amplify the effects of transformational leadership, and organizations should consider integrating empowerment strategies tailored to their specific context. Overall, these recommendations highlight the importance of transformational leadership in fostering a high-performing, engaged, and collaborative workforce.

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