

# Transformational Leadership and Organizational Performance: The Integral Mediating Role of Employee Engagement: The Case of the INDH in the Casa-Settat Region

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## Abstract

Indeed, the issue of organizational performance and its relationship with leadership style within organizations, whether private or public, remains a subject of major interest for both practitioners and theorists in management science. Public bodies today—whether government departments or public institutions and enterprises, are going through an unprecedented period characterized by uncertainty and constant turbulence.

Our predecessors have left us many tools and working methods to ensure effective strategic management; these tools can take the form of strategic diagnostic and planning tools, such as the **SWOT** or **PESTEL** matrices; the solution tree, etc. However, the task of forecasting the environment remains somewhat, if not more, difficult for organizations. Environmental changes are influenced by several endogenous and exogenous factors, as well as by variables that constantly interact with one another to impose a new order or disorder, making it a delicate task to anticipate the future with any degree of accuracy. It is in this sense that leadership style and organizational agility have emerged as key levers for addressing the challenges of the current environment.

In this article, we will attempt to highlight leadership style as a stimulus for work engagement or commitment, which ultimately drives innovation; this innovation, in turn, represents a key factor in the success of organizational agility. **“Innovation is the driving force of economic development.” Joseph Schumpeter, 1942.**

We will therefore study and examine the link between transformational leadership and organizational performance, mediated by engagement, within a specific context: that of the INDH.

Our work involves verifying the direct effects of transformational leadership on organizational performance within the context of the INDH, and to this end, we conducted a quantitative study involving 65 staff members at the INDH. The main objective is to examine and verify certain findings reported in the literature on this subject.

**Keywords:** leadership, transformational leadership, organizational performance.

## 1. Introduction.

In an environment that is constantly evolving, organizations cannot predict the future, as the tools and models for action and reflection that are traditionally relied upon are being called into question. “The business environment is becoming increasingly turbulent and unpredictable.” **Igor Ansoff, 1979.** “Organizations operate in a complex environment where events cannot be fully predicted.” **Henry Mintzberg, 1987.**

Faced with the risk of disappearing, these organizations—regardless of their size or activities—must imperatively develop their methods of adaptation and flexibility to ensure sustainability and growth. “The greatest threat to organizations is not change, but continuing to do what has always worked.” **Peter Drucker, 1993.**

Numerous studies have examined the relationship between transformational leadership and organizational agility, using mediating variables such as commitment, autonomy and the establishment of an innovation-oriented culture.

In his book published in 1997 under the title *\*The Innovator’s Dilemma\**, Clayton Christensen emphasized that ‘**Successful companies are those that innovate continuously.**’ Furthermore, the author argues that ‘High-performing companies may fail not because of poor management, but because they **manage too well** by conventional standards.’ It is in response to this dilemma that engagement and innovation form a strategic pairing for organizations, whilst engagement leads to creativity and innovation stimulates innovation,

Following the pre-selection and evaluation phase of literature and research on the engagement-organizational performance dyad, we found that the link between these two variables is confirmed by numerous authors. Several empirical studies show that engaged employees demonstrate higher levels of effort, perseverance and proactive behavior, which translates into a significant improvement in organizational outcomes (**Kahn, 1990; Saks, 2006; Harter et al., 2002**).

It is in this context that we will examine transformational leadership style and performance through work engagement as a driver of organizational agility. This organizational agility corresponds to an organization’s ability to adapt rapidly to its already unstable environment.

Our research methodology enables us to track, in an evolving and process-oriented manner, the dynamics linking transformational leadership and performance within the context of the INDH.

To test our theoretical framework, we compared and verified the results obtained from our field research to validate or refute the hypotheses we initially put forward.

To this end, in the first section we focused on the conceptual framework to define the concepts of leadership, transformational leadership and organizational performance.

The practical section will be devoted to the analysis and discussion of the results obtained in the quantitative study.

To build knowledge and understanding relating to our topic, whilst remaining faithful to scientific rigor, we felt it would be useful to devise the following plan:

## INTRODUCTION.

### I-Conceptual framework.

#### 1.1-Leadership theory.

##### 1.1.1 - Transformational leadership.

##### 1.2-The concept of performance.

1.2.1 - organizational performance.

2- **Research methodology.**

2.1 - Conduct of the survey.

2.2 - Characteristics of the sample.

3- **Analysis and discussion of the results.**

3.1 - Descriptive

approach. 3.2 - Explanatory approach.

## CONCLUSION

In times of crisis or turbulence, organizations need leaders, not just managers, so that they can tackle contextual challenges and issues, and capitalize on **changes** that often bring new opportunities and/or threats arising in their environment.

This change, which characterizes the working environment of organizations, brings about a shift in the perception of working methods and in management and leadership styles.

This transformation requires a shift from a management approach based on traditional management principles—characterized by strict adherence to rules—to a management/leadership approach that incorporates concepts such as innovation, staff motivation and commitment to work as variables that influence performance.

Indeed, leadership continues to play a significant role in the thinking and managerial practices of organizations, just as it has in the past; it lies at the intersection of five dimensions: that of the organization, the leader, the situation, the context and the subordinate.

Many authors and researchers have addressed the link between leadership and performance, and in this regard, ‘Leadership creates and fosters commitment and change, and successful change is the key to organizational performance’. **John Kotter, 1996.**

However, as we indicated at the beginning of this article, we will focus on transformational leadership as a driver of engagement, which in turn can improve organizational performance.

In his book *Leading Change* (1996)<sup>1</sup>, **J. Kotter** stated that leadership fosters engagement and change, and that successfully managing change is essential for organizational performance.

Given that leadership can influence organizational performance through a range of variables, we have decided to emphasize the relationship between transformational leadership and organizational performance within the specific context of **the INDH.**

It is in this vein that we have formulated the research question as follows:

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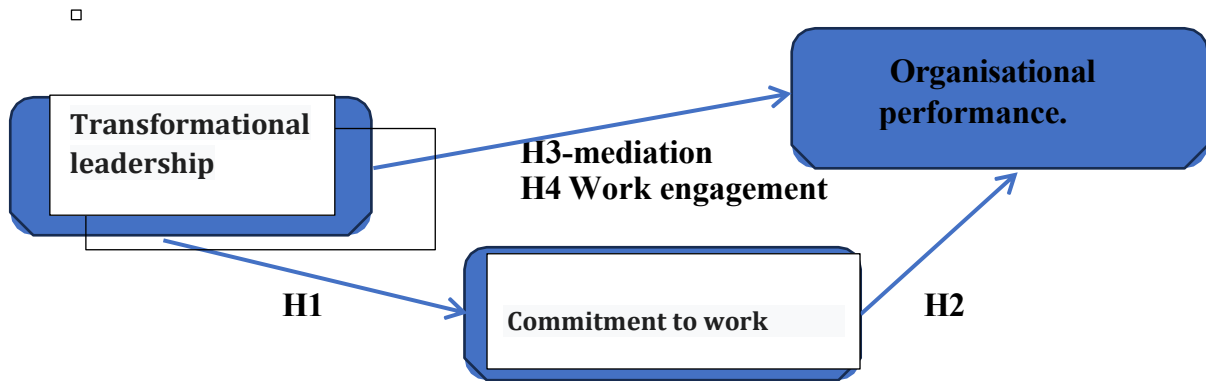
<sup>1</sup> Kotter, J.P., 1996. *Leading Change*. Boston: Harvard Business School Press.

### **How can transformational leadership, through the involvement of employees, contribute to organizational performance?**

Consequently, based on the findings from theoretical and empirical research on the link between transformational leadership and organizational performance, and drawing also on the discussions we held with staff members of the organizational structure under study, we have formulated three hypotheses:

a) **H-1:** Does transformational leadership have a positive and significant impact on work engagement?

- b) **H-2:** Can organizational performance be influenced by the level of employees’ work engagement?
- c) **H-3:** Does transformational leadership influence performance via the mediating effect of engagement?
- d) **(H4):** Is the direct effect of transformational leadership on organizational performance non-significant?



**Figure 1.1 Conceptual model.**

To address our main research question, we will first briefly highlight the concept of leadership theory and then define the concept of transformational leadership; a section will also be devoted to the concept of performance and organizational performance, after which we will establish a link between transformational leadership and organizational performance.

Another section will focus on the methodology, including the conduct of the quantitative survey, before concluding our research with a discussion of the results and their implications.

## 1- Conceptual framework.

### 1.1 – Leadership theory.

The large number of *handbooks*<sup>2</sup> and research studies dealing with leadership and its effects on performance is a sign both importance of leadership in the current context and of the debates they provoke.

Generally, and according to these studies (leadership studies), three main dimensions can be identified that frame and guide the nature of leadership and the behavior of leaders within organizations. Firstly, the elements that make a leadership style effective. Secondly, the ability to define and structure the role of the leader and their team members. Thirdly, the leader’s particular ability to maintain relationships based on trust and founded on mutual respect for the ideas and proposals of their subordinates. (S. P. Robbins & M. A. Coulte 2014)<sup>3</sup>.

Yvon Pesqueux (2020) cited three main approaches to leadership;

**Trait approach:** this approach holds that a leader’s behavior depends both on their ability to communicate in order to inspire and motivate, and on their ability to influence in order to guide and direct the behavior of their subordinates towards a goal.

**Situational approach:** From this perspective, an effective leader is the product and result of a combination of situations and contexts that make a leader effective.

According to this school of thought, there is no single effective and universal leadership style; rather, effectiveness depends on a leader’s ability to adapt their style and characteristics to the contextual constraints of the situation. ‘There is no universally effective leadership style; the

<sup>2</sup> B. M. Bass & R. Bass, *The Bass Handbook of Leadership – Theory, Research & Managerial Applications*, Free Press, New York, 2008 - N. Nohria & R. Khurana, *Handbook of Leadership Theory and Practice*, Harvard Business Press, 2010 - A. Bryman & D. L. Collinson & K. Grint & B. Jakson & M. Uhl-Bien (Eds), *The Sage Handbook of Leadership*, Sage, New York, 2011 – D. Day, *The Oxford Handbook of Leadership*, Oxford University Press, 2014.

<sup>3</sup> 2 S. P. Robbins & M. A. Coulter, *Management*, Pearson, Paris, 2014

‘the appropriate style depends on the level of maturity (competence and commitment) of the subordinates.’  
**(Hersey & Blanchard, 1969)<sup>4</sup>** .

It is worth noting that the situational approach and the transformational approach are not opposed to one another, but are complementary, as the situational approach answers the question ‘**how should one adapt one’s leadership?**’, whilst the **transformational** approach answers ‘**why and towards what should individuals be mobilized?**’.

**Interaction approach:** According to this approach, leadership is a dynamic process that depends neither solely on the leader nor solely on the situation but is linked to the interaction of a set of events and elements. Effective leadership is closely linked to the right combination of three essential elements, namely: the quality of the leader, the maturity of the followers, and the leadership situation or context. “The effectiveness of leadership depends on the fit between the leader’s style and the demands of the situation. **F. Fiedler. (1967)<sup>5</sup>** ”.

The focus will be on the effects of transformational leadership on variables such as motivation, change and commitment at work.

**1.1.1 - Transformational leadership.**

Indeed, the first conceptualization of the notion of transformational leadership dates back to **1978**, when an American psychologist and political scientist (**James MacGregor Burns**) developed and used the concept of transformational leadership for the first time as a new leadership theory, which at that time represented an alternative and a response to a context in which traditional leadership theories and approaches were being called into question. According to **J. MacGregor**, these approaches were framed by two dimensions: authority and exchange.

In his book ‘Leadership’, the author distinguished between two concepts: transactional and transformational leadership.

The following table outlines the key differences between the two approaches to transformational and transactional leadership according to **J. MacGregor Burns**.

<sup>4</sup> Hersey, P., & Blanchard, K. H. (1969). *Life Cycle Theory of Leadership*. Training and Development Journal.

<sup>5</sup> Fiedler, F. E. (1967). *A Theory of Leadership Effectiveness*. New York: McGraw-Hill

**Table 1.2 – Characteristics of transactional and transformational leadership.**

	Transactional Leadership	Transformational Leadership
	A reciprocal relationship based on	Raising levels of motivation and

Fundamentals	Performance-based remuneration	commitment among employees and leaders.
Dimensions	Formal contractual	Inspiring and Charismatic
The effects	Rewards and sanctions	Commitment, vision
Leadership role	Supervisor, controller	Inspirer, catalyst for change.
Key objectives	Achievement of	Development and
Management style	Directive.	Participative.
Limitations	Rigidity and lack of creativity.	Reliance on charisma.

**Compiled by the author: Difference between transformational and transactional leadership.**

In their book *‘Improving organizational Effectiveness through Transformational Leadership – 1985’*<sup>6</sup>, Bruce Avolio and Bass argued that transformational leadership now constitutes a central theoretical framework and an essential model in modern management.

**Bass and Avolio** identified four major dimensions of transformational leadership. Table 1.2 below presents these key dimensions as identified by the researchers.

<sup>6</sup> Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness through Transformational Leadership*. Sage.

**Table 1.3: sets out the four key dimensions of transformational leadership proposed by B.M. Bass and B.J. Avolio.**

Dimensions	Details
<b>Influence.</b>	The leader acts as a role model.
<b>Inspirational motivation.</b>	The leader communicates their vision and inspires their followers.
<b>Intellectual stimulation.</b>	The leader drives change and supports creativity.
<b>Individualized consideration.</b>	The leader takes into account the individual needs of each employee.

**Developed by the author. 4-Dimensions of transactional leadership.**

Indeed, leadership continues to play a significant role in the thinking and managerial practices of organizations today, just as it has in the past; it lies at the intersection of five dimensions: organization, leader, situation, context and subordinate.

Many authors and researchers have addressed the link between leadership and performance, and in this sense, ‘Leadership creates change, and successful change is the key to organizational performance’. **John Kotter, 1996.**

However, as we indicated at the beginning of this article, we will focus on transformational leadership as a catalyst for innovation, change and commitment, which in turn improves organizational performance.

In his book *Leading Change* (1996), **J. Kotter** stated that leadership drives change, and that successfully managing change is essential for organizational performance.

**1.2 – The concept of organizational performance.**

The concept of organizational performance occupies an extremely important place in organizational management; over time, this concept has undergone a substantial shift in both its perception and its meaning. Indeed, the concept of organizational performance has shifted from a purely economic perspective towards a multidimensional and strategic approach for organizations.

Initially, the concept of organizational performance corresponded to a company’s ability to achieve its financial objectives, such as market share, turnover and profit. **DRUCKER** emphasized that ‘the performance of an organization is measured by its ability to achieve its objectives’. Thus, organizational performance was embodied by strictly measurable criteria. “Performance exists only if it can be measured and compared against a target.”<sup>7</sup> (Lebas, 1995).

However, this concept was to experience a boom and a period of significant emergence, notably through the work of researchers such as **Gérard Bourguignon, Philippe Lorino Robert Kaplan and David Norton,**

To this end, **G. Bourguignon** has broadened the meaning of organizational performance to encompass other aspects that are not strictly financial; performance thus becomes a framework that includes multidimensional criteria. According to the same author, organizational performance should be defined as the achievement of objectives whilst making effective use of resources. ‘Performance is the achievement of organizational objectives by combining effectiveness and efficiency’<sup>8</sup> . **Bourguignon, G. (1995)**. Performance therefore now combines broader factors such as the achievement of objectives, effectiveness and adaptation to the environment. Table (1.3) below sets out the three dimensions of organizational performance according to Bourguignon.

<sup>7</sup> Lebas, M. (1995). *Performance measurement and performance management. International Journal of Production Economics*, 41(1–3), 23–35.

<sup>8</sup> Bourguignon, G. (1995). *Can performance be defined?* *Revue Française de Gestion*.

Dimensions	Details
Efficiency	Achieving set objectives
Efficiency	Optimising the use of resources
Relevance	Alignment between objectives and actual needs.

**Table 1.4 – Dimensions of performance according to Bourguignon**

In response to this multidimensional view of organizational performance, **Robert Kaplan and David Norton** developed a multidimensional evaluation matrix using a forward-looking dashboard (Balanced Scorecard – BSC)<sup>9</sup> .

**J.-B. Carrière** summarized organizational performance as the evolution of the organization or its expansion in space and time. Nevertheless, **Kohli and Jaworski** (1990) identified four main categories that determine an organization’s ability to progress over time.

- **Organisational performance:** financial and non-financial results achieved at a given point in time, such as market share, shareholder satisfaction, and customer satisfaction, etc.
- **Impact on customers:** the perceived value of goods and services, as well as the customer experience and customer loyalty towards the organization, can be influenced by the organization’s ability to act and react
- **The organisation’s capacity to innovate:** an organization’s leadership style can foster its ability to innovate and maintain its position within its environment.
- **Impact on employees:** management and leadership styles can also influence employee motivation, satisfaction and engagement, which in turn can impact the organization’s results. The following table (1.4) presents the various evaluation indicators for measuring an organization’s performance.

<sup>9</sup> BSC is a strategic performance management tool

Indicators	Details
Financial indicators	Market share. Turnover. Cash flow Net profit.
Non-financial indicators	Employee and stakeholder satisfaction. Commitment at work Motivation and innovation.
Balanced scorecard	Financial – Customer – Internal processes Learning and growth. Human capital and innovation.

**Table 1.5 – compiled by the author.**

In conclusion, it is now accepted that the concept of organizational performance has gone through several phases, from its emergence to the present day. It is now regarded as a broader, multidimensional concept that goes beyond the mere aspect of financial profitability. To cover other, more dynamic areas, as **Gérard Bourguignon<sup>10</sup>**, organizational performance rests on a balance between effectiveness—embodied by the achievement of objectives—efficiency—realized through the optimization of resources—and relevance or suitability to concrete needs. This remains valid for various organizations, companies, associations, public administrations or contemporary organizational structures such as the INDH.

In the following section, we will outline the research methodology and the conduct of the quantitative field research; at the conclusion of this study, the focus will be on the analysis and discussion of the results.

<sup>10</sup>Gérard Bourguignon: Researcher and theorist in management science, Professor Emeritus at the University of Lorraine.

## 2- Research methodology.

The specific nature of our research, which seeks to understand the effects of an already complex phenomenon—namely, transformational leadership on organizational performance through work engagement—led us to choose a **quantitative methodology**.

Success in conducting research requires rigor as much as knowledge; bearing in mind the **Wakefield case<sup>11</sup>** as the most famous example of a breach of scientific rigor, we have endeavored throughout this research to remain faithful to the principles and foundations of scientific integrity. It is now widely accepted that the quantitative approach reduces subjectivity, thereby enabling the measurement,

generalization and understanding of complex phenomena relating to organizational behaviors. This is achieved through the analysis of numerical and quantifiable data, which ensures the verification of hypotheses and the analysis of causality.

The quantitative method we have adopted aims, first and foremost, to measure commitment and motivation at work. It is within this framework that we have used the questionnaire as a tool for gathering information.

**2.1 - Conduct of the survey.**

We chose **face-to-face questionnaires** as our method of administration; although this is a costly method, it is the most appropriate, as it allows respondents to provide additional explanations and ensures a certain level of interaction with them.

<sup>11</sup> The **Wakefield** case: this refers to a study published in a medical journal which did not adhere to the principles of scientific integrity.

To ensure and verify the participants’ level of understanding of the questionnaire items, as well as to check the consistency of responses and assess the questionnaire’s reliability, we conducted a pre-test with 15 people; this pre-test yielded some suggestions regarding both content and format.

It should be noted that the fieldwork and the process of collecting responses lasted for five weeks, involving travel throughout the region covered by the research. Of the 65 questionnaires distributed, we received 60 usable responses. Data analysis and processing were carried out using SPHINX.

**2.2-Sample characteristics.**

We surveyed 65 staff members, representing 54% of the total workforce at this institution (the population), across all categories (senior managers, engineers and architects, administrators, technicians and clerks), aged between 20 and 60, including both men and women, married and single. In terms of educational attainment, 37% of respondents hold a master’s degree, 39% hold a bachelor’s degree, 3% hold a school-leaving certificate, and 21% are specialist technicians. Furthermore, 47% of participants have at least five years’ service, whilst the remainder have four years or less (47% with five years or more, 53% between 1 day and 4 years).

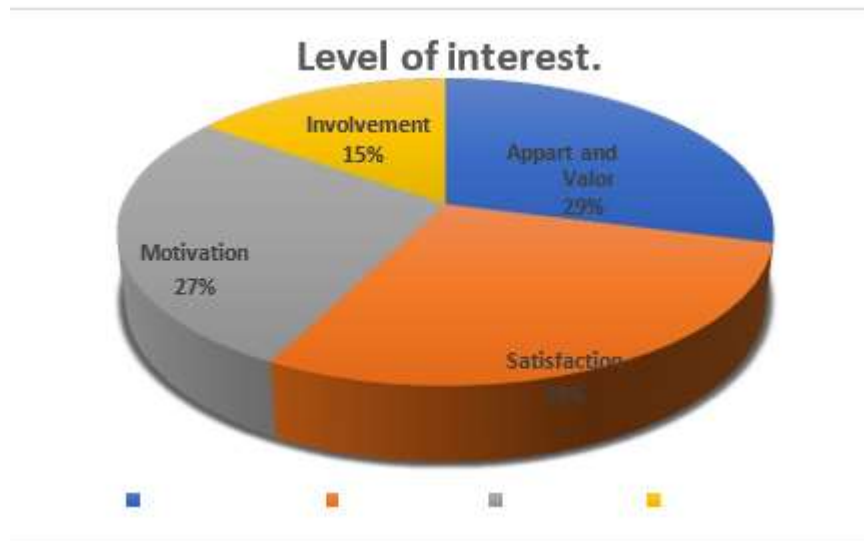
**3- Analysis and discussion of the results.**

Following the field research we have conducted, we will present the results obtained and the analyses derived from them, then proceed to interpret and discuss these results.

**3.1- The descriptive approach**

**Figure 1.6 – The importance attached to each element by respondents.**

Elements of interest	Percentage
<b>Sense of belonging and appreciation</b>	<b>29%</b>
<b>Sense of satisfaction</b>	<b>28.5%</b>
<b>Level of motivation</b>	<b>27.3%</b>
<b>Engagement</b>	<b>15.2%</b>
<b>Total</b>	<b>100%</b>



**Source: The author of the article**

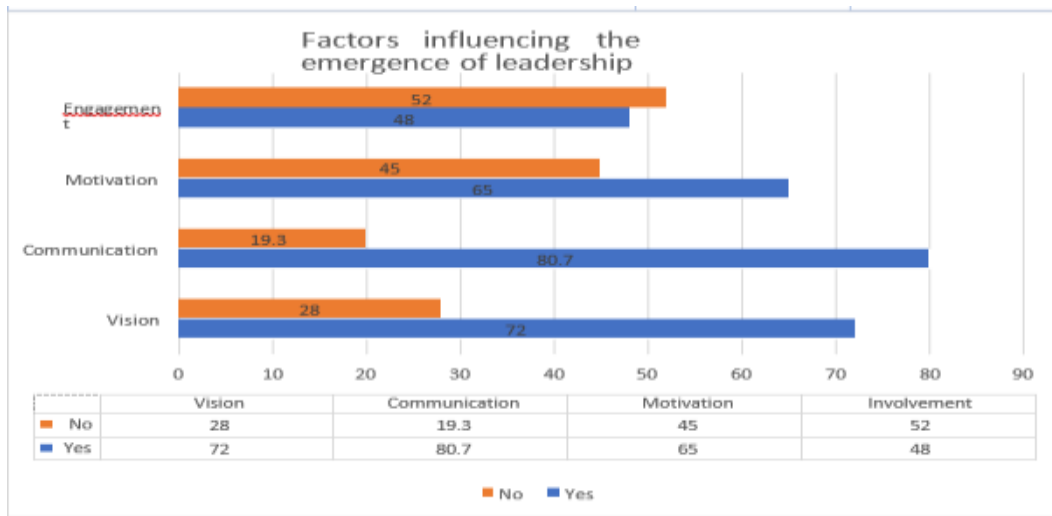
Figure 1.6 – illustrates that a sense of belonging and being valued is a major concern for respondents, accounting for 29%, whilst a sense of satisfaction represents a significant 28.5% of respondents’ concerns; motivation and commitment are also key criteria, with respective percentages of 27.3% and 15.2%.

Based on these results, we have observed that the criteria of satisfaction and motivation, as well as engagement, constitute extremely important elements relating to leadership styles , which can influence both the thinking and actions of staff within the INDH as an organisational structure.

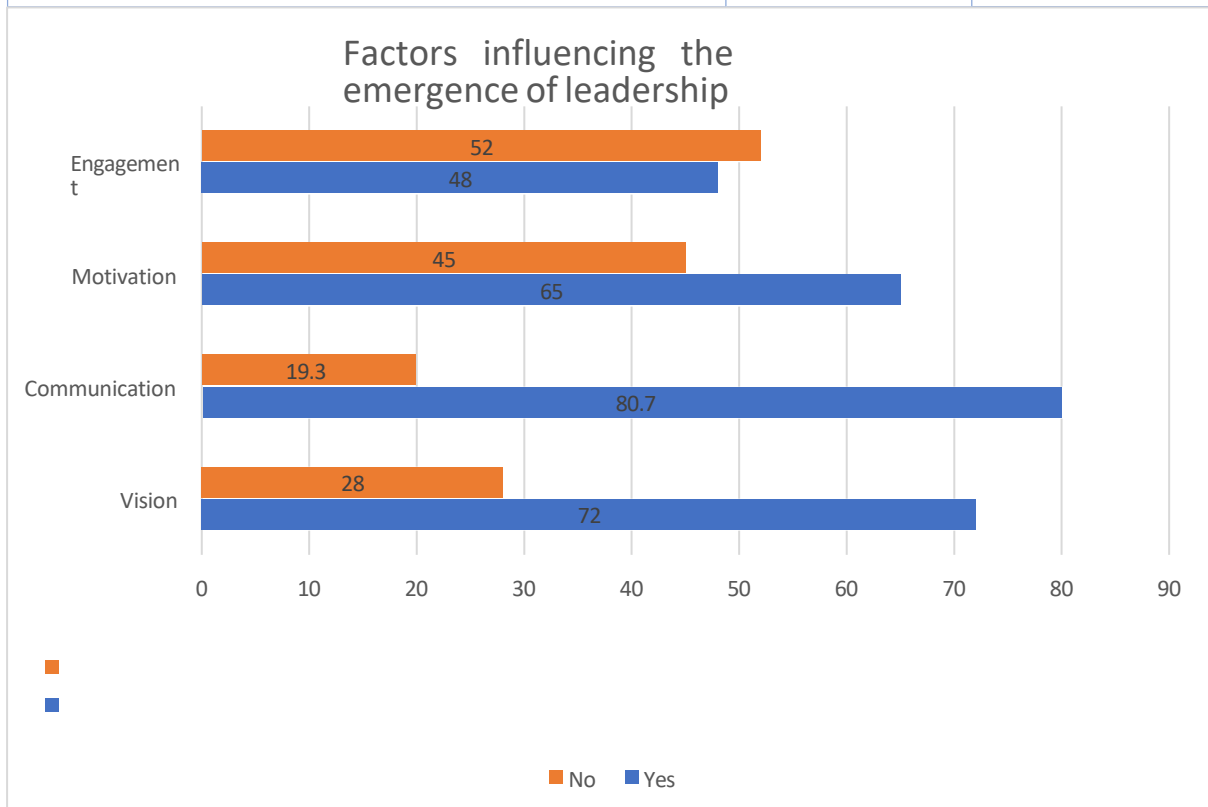
**🔴 Recognition of the culture of transformational leadership.**

**Figure 1.7 – Criteria for the emergence of a transformational leadership culture.**

What factors can influence leadership culture?	Yes	No
The organization’s strategic vision.	72	28
The leader’s communication skills	80.7	19.3
Inspiration and motivation	65	45
Level of employee engagement	48	52



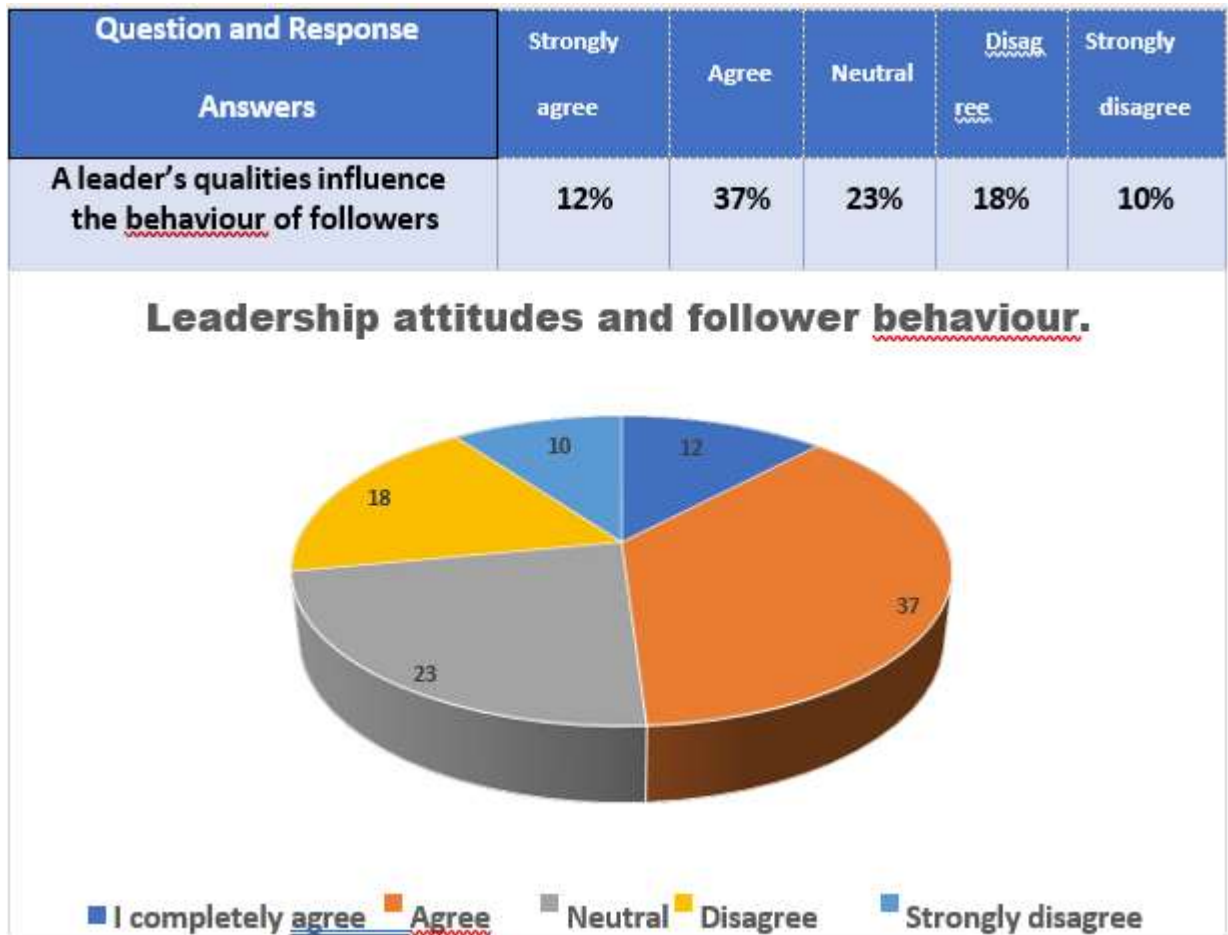
What factors can influence leadership culture?	Yes	No
The organization’s strategic vision.	72	28
The leader’s communication skills	80.7	19.3
Inspiration and motivation	65	45
Level of employee engagement	48	52



Source: Ourselves.

We found that 72% of respondents believe that a leader’s vision has a significant influence on the emergence of a culture of transformational leadership within the organization, and 80.7% believe that communication plays a key role in the emergence of a culture of transformational leadership. Furthermore, 65% of respondents cited workplace motivation as influencing the emergence of leadership. However, we noted that 52% of participants believe that the degree of employee involvement in the decision-making process is not necessarily a relevant criterion for the emergence of a culture of transformational leadership.

**Figure 1.8 – The link between a leader’s qualities and the behaviour of followers.**



Source: compiled by the author.

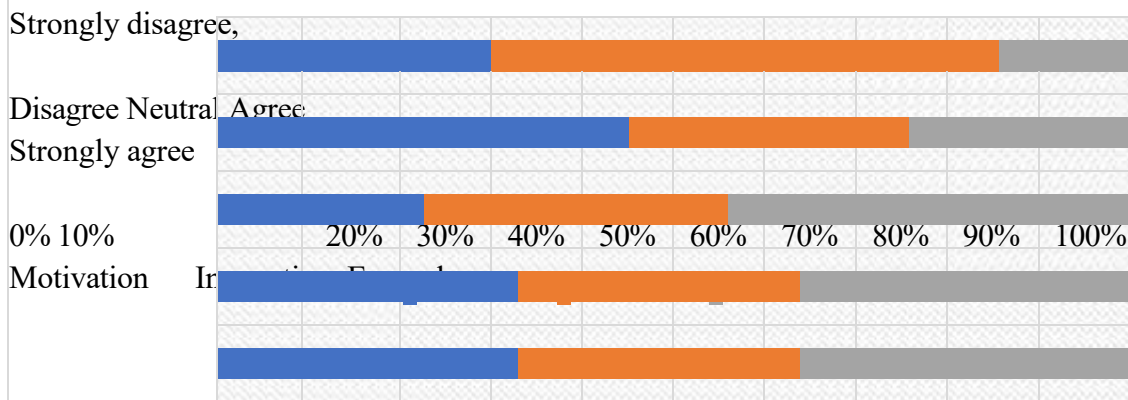
Figure 1.8 shows that 37% of respondents confirmed the effect of leadership qualities on their behaviors at work, whilst 12% strongly support this link between managerial qualities and employees’ behavior in the workplace. Those who remain

neutral in their response accounts for 23%, whilst those who neither agree nor strongly agree account for 18% and 10% respectively of the population.

**Figure 1.9 – Respondents’ perceptions of the foundations of transformational leadership.**

	Your manager motivates their staff	Your manager encourages innovation and creativity	Your manager acts as a role model.
Strongly agree	59%	25%	18%
Agree	28%	29%	23%
Neutral	5%	22%	29%
Disagree	3%	13%	15%
Strongly disagree	5%	11%	4%

Employees’ perception of leadership style.



**Source: compiled by the author.** Drawing on the work of **James MacGregor Burns**, we sought to examine participants’ perceptions of the pillars of transformational leadership style. To this end, Figure 1-9 above shows that the majority of respondents believe that their superiors inspire, motivate and encourage subordinates depending on the context and objectives. The figures break down as follows: 87% and 54% of respondents agree and strongly agree regarding the aspects of motivation, encouragement of innovation and inspiration, whilst 41% believe that superiors act as role models.

To assess the effect of transformational leadership on employees’ behavior, particularly their level of commitment and engagement at work, we have compiled the following table.

**Figure 2.1 – Leadership style impacts employees’ attitudes.**

	Involvement	Commitment	Responsibility
<b>Absolutely yes</b>	39%	62%	58%
<b>Yes</b>	48%	24%	32%
<b>No</b>	7%	10%	8%
<b>Absolutely not</b>	6%	4%	2%

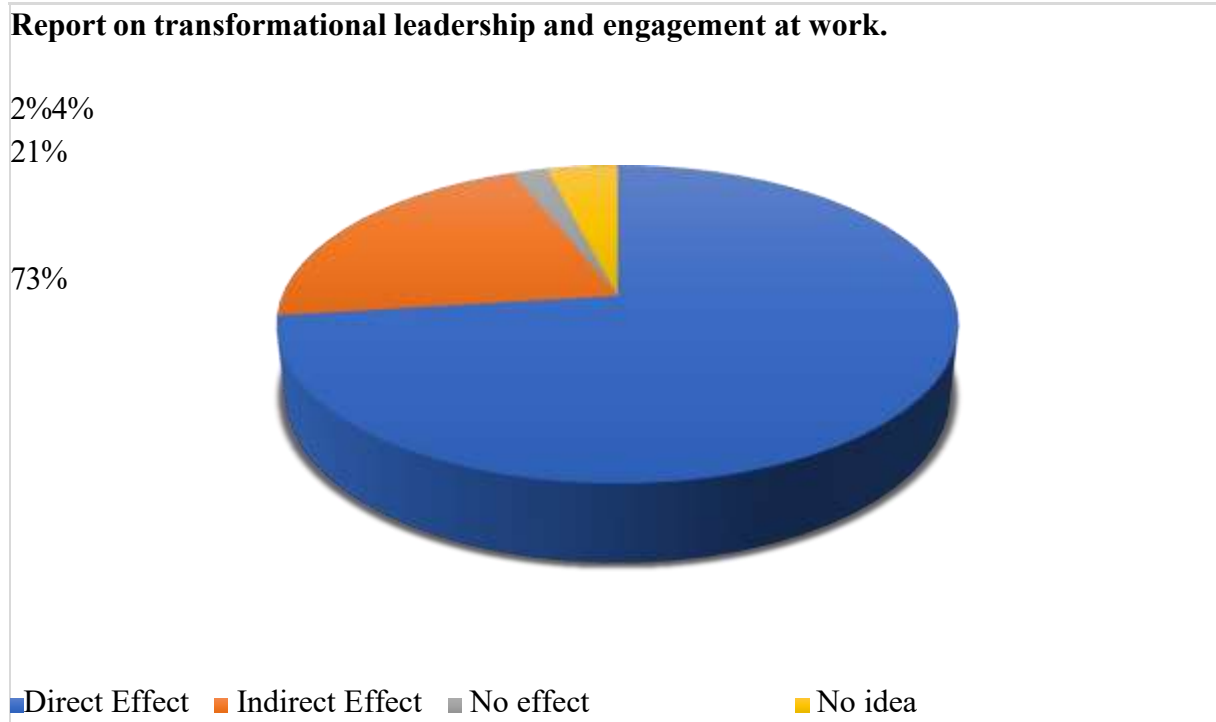


Source: compiled by the author.

Figure 2.1 shows that most respondents cited a positive impact of leadership style and leadership culture on their behavior and on individual and collective performance, whilst nearly 87% and 86% of participants believe that their level of commitment at work is influenced by leadership style and leadership culture.

**Figure 2.2 – The effect of transformational leadership on commitment at work**

	Direct effect	Effect Indirect	None effect	No idea
<b>What effect does transformational leadership and engagement at work</b>	73%	21%	2%	4%

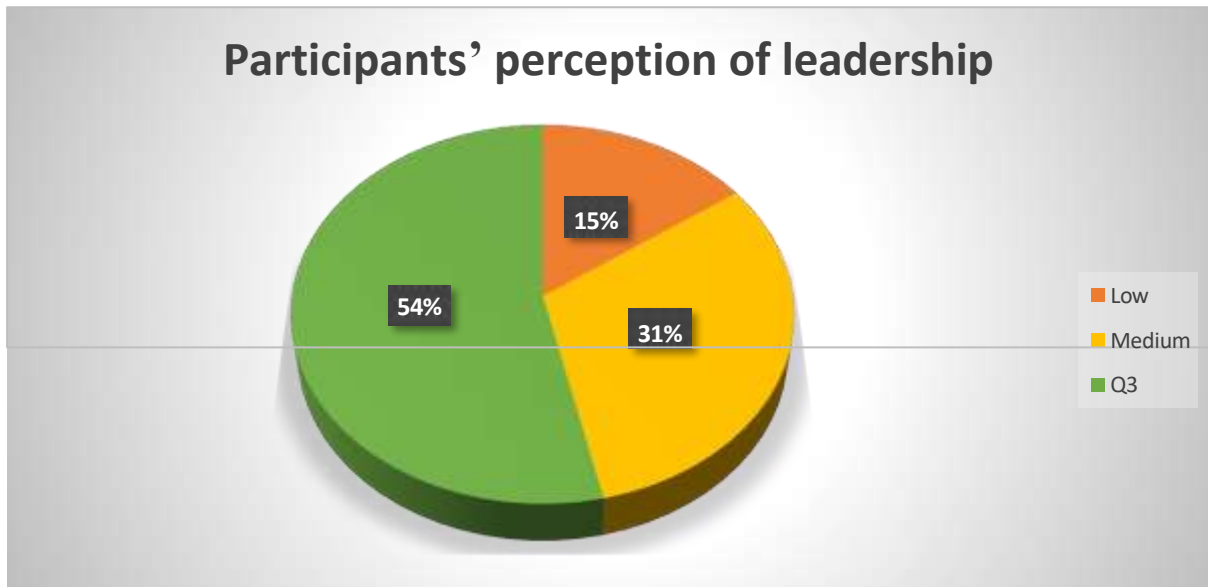


**Source: Ourselves.**

By drawing on the individual and collective performance of the participants, and based on the level of work engagement, we sought to examine the nature of the relationship between transformational leadership and other variables such as innovation, change management and work engagement; the survey results are shown in Figure 2.2 above. 73% confirm that the effect is direct, 21% consider this effect to be indirect, and 2% see no effect between the defined variables. It should be noted that 4% have no opinion on this effect.

**Figure 2.3 – Perception of transformational leadership.**

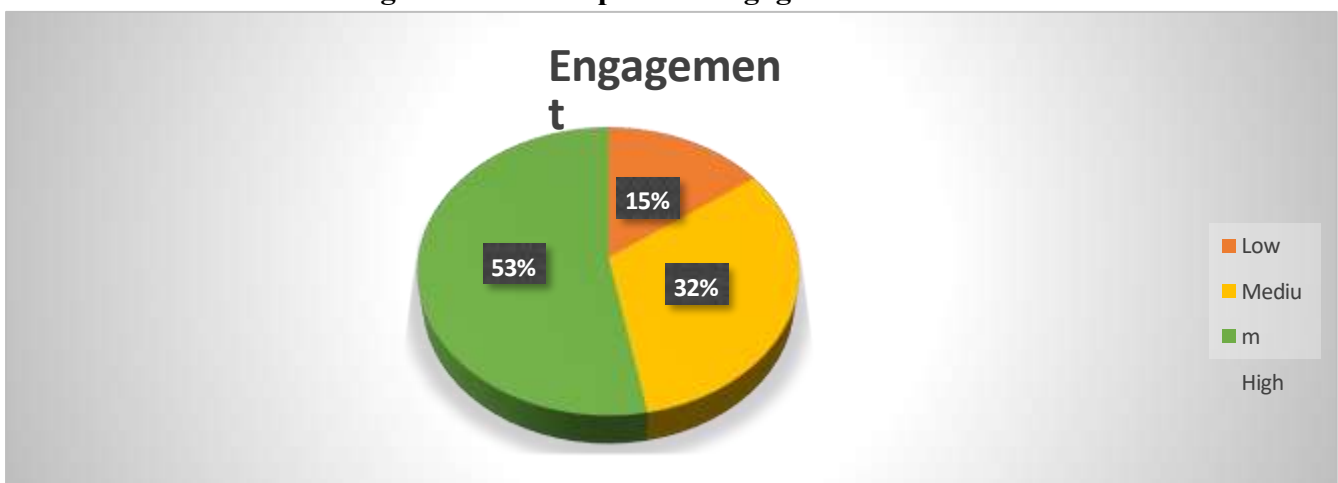
Modalities of transformational leadership	Workforce	Percentage
Low	11	18%
Medium	17	28%
High	32	53%
Total	60	100%



It is noted that most respondents (54%) consider transformational leadership to be high, which indicates the existence of inspiring managerial practices. (Inspiration dimension).

Meanwhile, 31% consider the level of transformational leadership within the organisation to be average, and 15% consider it to be low.

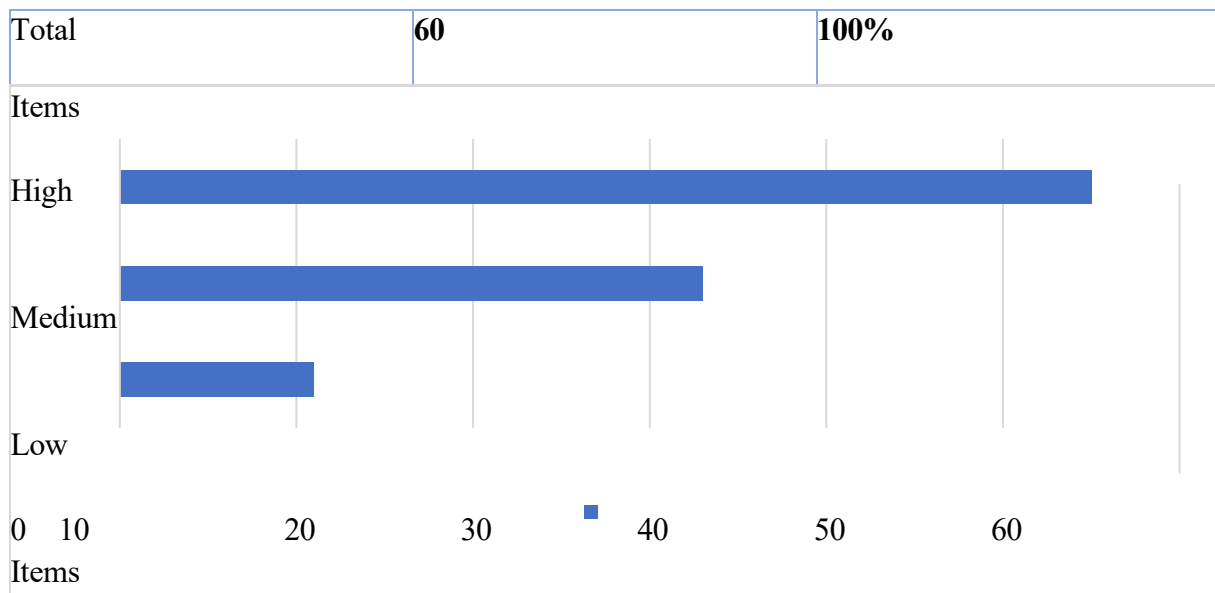
**Figure 2.4 – Perception of engagement at work.**



The figure above shows that 37% of respondents perceive engagement at work to be high, whilst 18% consider it to be low, with a predominance of moderate levels.

**Figure 2.5 – Perception of organizational performance.**

Performance	Workforce	Percentage (items)
Low	7	11%
Medium	20	33%
High	33	55%



**Figure 2.5** shows that organizational performance is predominantly perceived as high and average, which reflects an organization that is generally performing well according to respondents’ answers.

**3.2 – The explanatory framework.**

Through the use of the chi-square ( $\chi^2$ ), independence test, we can confirm that there is a significant link between the dependent variables of leadership style (inspiration, innovation, change) and work engagement. It is within this framework that we present certain findings from the chi-square statistical analysis. We have converted the variables into categorical forms to facilitate statistical analysis and the interpretation of results, and to address concerns regarding deviations from independence.

To operationalize the variables and present the  $\chi^2$  results, we will present tables covering all combinations of the variables and the determinants relevant to our hypotheses.

**\*\*Transformational leadership and commitment.**

<b>Transformational leadership X engagement.</b>	<b>F</b>	<b>M</b>	<b>E</b>	<b>Total</b>
<b>Low</b>	6	2	1	9
<b>Medium</b>	4	6	6	19
<b>High</b>	1	6	25	32
<b>Total</b>	11	17	32	60

$\chi^2 \approx 18.5$

$Ddl = 4$

$P \approx 0.001$

**$P < 0.05 \Rightarrow$  Significant relationship.**

Using the chi-square test of independence, we obtained results indicating a significant relationship between the first two variables; indeed, the findings of this study show that subordinates exposed to a high level of transformational leadership, across all its dimensions, predominantly exhibit high levels of commitment, whereas low levels of leadership are associated with lower levels of commitment.

Therefore, the null hypothesis is rejected, and **hypothesis 1-H1**—that transformational leadership has a

positive and significant impact on work engagement—is accepted.

**\*\*Commitment and organizational performance.**

Engagement X O.P.	Low	Medium	High	Total
Low	4	2	1	7
Medium	3	10	7	20
High	2	7	24	33
Total	9	19	32	60

$\chi^2 \approx 11.27$

Ddl = (3 - 1)(3 - 1) = 4 p ≈ 0.024

To examine the relationship between the degree of commitment and organizational performance, we carried out a Chi-square test of independence, yielding the following results:

A value of  $\chi^2 \approx 11.27$  and a degree of freedom of 4, with a p-value of 0.024.

Therefore: **P < 0.05 ⇒ Significant.**

Given that the p-value is below the 5% significance threshold, there is therefore a statistically significant relationship between **engagement** and organizational performance.

The results we obtained show that high levels of commitment are associated with higher levels of organizational performance. Whereas low commitment tends to correspond to low organizational performance. It is generally accepted that these results confirm hypothesis **H2**, which states that the level of engagement has a positive influence on organizational performance.

**\*\*Transformational leadership and organisational performance.**

TL x OP	F	M	E	Total
Low	3	2	2	7
Medium	5	6	9	20
High	3	9	21	33
Total	11	17	32	60

$\chi^2 \approx 6.87$

Ddl=(3-1) (3-1)=4

p-value ≈ 0.14.

p ≈ 0.14.

**P greater than 0.05 ⇒ non-significant relationship.**

The Chi-square test of independence applied to the relationship between transformational leadership and organisational performance reveals a non-significant result ( $\chi^2 = 6.87$ ; **df = 4**; **p = 0.14**). There is therefore no statistically significant relationship between transformational leadership and organisational performance; H4 is not supported.

This result indicates that transformational leadership does not have a significant direct effect on organizational performance.

However, as we have noted, a significant relationship was observed between transformational leadership and employee commitment, as well as between commitment and organizational performance. In line with

the mediation approach proposed by **Baron and Kenny**, these results suggest that commitment acts as a mediating variable.

The presence of significant indirect effects allows us to conclude that **engagement fully mediates** the relationship between transformational leadership and organizational performance. In other words, the influence of transformational leadership on performance is exerted through employee engagement.

The following table summarizes the status of the hypotheses.

Assumptions	Validation status
H1-LT and Engagement	<b>Validated</b>
H2-Commitment and PO	<b>Validated</b>
H3-Commitment: mediation effect	<b>Validated</b>
H4-LT and PO	<b>Rejected</b>

Summary table of hypotheses.

The results indicate that engagement is a key explanatory factor in the relationship between transformational leadership and organizational performance. The fact that transformational leadership has no significant direct effect on performance reinforces the notion that its impact is indirect and occurs entirely through employee engagement, thus confirming full mediation.

## CONCLUSION

The results of this study point to a clear relational dynamic between transformational leadership, employee engagement and organizational performance. Analysis of the data reveals that transformational leadership has no significant direct impact on organizational performance. However, it exerts a positive influence on employee engagement, which is a key factor in improving performance.

The chi-square tests of independence show that engagement plays a key mediating role in this relationship. Consequently, the influence of transformational leadership on organizational performance is exerted exclusively in an indirect manner and manifests itself through employee engagement, confirming the hypothesis of full mediation.

From a theoretical perspective, this study supports the idea that transformational leadership does not immediately affect performance, but acts primarily as a motivational and behavioral lever. From a managerial perspective, it highlights the importance for organizations to develop leadership practices centered on employee engagement and involvement in order to sustainably improve their performance. From a personal perspective, we believe that this research opens up new avenues for further investigations into other mediating or contextual variables, thereby further enriching the debate aimed at understanding and deciphering the mechanisms of interaction and interrelation between transformational leadership and performance.

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