Transformational Leadership for Employee Commitment to Sustainable Practices: Mediating Role of Occupational Delight

Prakash Kumar Gautam

Faculty of Management, Tribhuvan University, Nepal
Email: prakash.gautam@tu.edu.np
Orcid: 0000-0002-2197-3851

Cite this paper

Abstract

Purpose: As organizations increasingly emphasize sustainability, understanding how leadership styles affect employee engagement becomes crucial. This research aims to analyze the effect of transformational leadership on employee commitment to sustainable practices, highlighting the mediating role of occupational delight.

Methodology: This study adopted a causal-comparative research design and a quantitative approach. It collected data from bank employees with different job responsibilities and analyzed it using descriptive and inferential statistics following the PROCESS Macro.

Findings: This study posits that transformational leadership enhances employee commitment to sustainable work practices towards sustainability by fostering occupational delight. The findings suggest that creating a work environment that promotes fulfillment can significantly contribute to sustainability practices.

Originality/Value: This study concludes that effective leadership is essential for employees' commitment and that leaders should follow transformational leadership. Further, the study integrated occupational delight into the relationship between transformational leadership and employees' commitment to sustainable work practices.
Implications: The study's findings and conclusion will help organizations develop a strategic leadership approach in the competitive business environment.

Keywords: : Transformational leadership, employee commitment, occupational delight, sustainability practices, SDGs,

Introduction

As organizations progressively stress sustainability, understanding how leadership styles enhance the employee commitment to accomplish sustainability becomes crucial. Sustainability has emerged as a growing public consciousness about environmental challenges globally, driven by the United Nations' Sustainable Development Goals (SDGs). More effective organizational leadership with sustainability vision and goal alignment is always needed to inspire and engage the employees toward organizational sustainability practices. Transformational leadership (TL) is known for its capacity to inspire and engage followers (Bass & Avolio, 1994; Patiar & Wang, 2016), which is necessary to investigate its influence in association with the employees' occupational delight, i.e., a sense of emotional and psychological fulfillment that employees experience in their roles (Kahn, 1990; Judeh, 2023).

Committed employees are more likely to engage in activities (Teo et al., 2019; Gautam et al., 2024) that support organizational objectives, including sustainability initiatives. TL emphasizes the role of leadership styles in fostering a positive and supportive workplace culture (Le et al., 2023), which can lead to improved employee morale, lower turnover rates, and greater job satisfaction (Ohunakin et al., 2019). As organizations increasingly prioritize sustainability, it is essential to identify effective leadership strategies that encourage employee commitment to sustainable practices. It is vital to understand how leadership can motivate employees to integrate sustainability into their roles. Leadership should enhance employee engagement by aligning organizational goals with individual values, fostering a sense of purpose and commitment that drives commitment to sustainability practices.

Despite the existing literature establishing a link between transformational leadership and employee commitment across various contexts, a significant gap exists in understanding this relationship concerning sustainable practices. This gap highlights the need for further research. Most studies (e.g., Truss et al., 2013; Bailey et al., 2015; Sungmala & Verawat, 2021) concentrate on general employee engagement and performance outcomes, leaving little exploration of how transformational leadership directly affects employees' commitment to sustainability initiatives.

While transformational leadership has been associated with various positive organizational results, there is insufficient research on its specific impact on employee commitment to sustainable practices. Many studies fail to distinguish between different types of commitment—such as commitment to sustainability versus overall organizational commitment. There is a critical need to examine commitment to sustainability across diverse research contexts. Although occupational delight has been recognized as an essential factor influencing employee engagement, its role as a mediator between transformational leadership and commitment to sustainable practices has not been thoroughly investigated. Understanding this mediating effect is essential for developing effective leadership strategies that promote sustainability practices by creating a working environment to enhance occupational delight.

This study tends to be context-specific and focused on the banking industry. More specifically, occupational delight arises from the work environment, warranting investigations into how transformational leadership can create such environments to enhance employees' occupational delight and influence their commitment to sustainable practices. Addressing these gaps will lead to a more comprehensive

understanding of the role of transformational leadership in fostering employee commitment to sustainable practices, offering valuable insights for researchers and practitioners specially in the similar context of developing economy like Nepal.

Review of Literature

Theoretical background

The study combines theoretical frameworks to offer a comprehensive understanding of how transformational leadership impacts employee commitment to sustainable practices, with occupational delight serving as a mediating factor by integrating perspectives from transformational leadership theory, employee commitment theory, occupational well-being, and social exchange theory, this research seeks to clarify the relationships among leadership, employee engagement, and sustainability. This integrated approach will strengthen the study's theoretical foundation and provide practical insights for organizations looking to improve their sustainability efforts.

Transformational leadership theory, primarily established by Bass and Avolio (1994), suggests that leaders can inspire and motivate their followers to attain greater performance levels by connecting with their values and beliefs. Transformational leaders exhibit idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1999; Moradi Korejan & Shahbazi, 2016). These behaviors help build a strong emotional bond between leaders and employees (Gathungu et al., 2015; Patiar & Wang, 2016), which can strengthen commitment to organizational objectives, including sustainability initiatives.

Employee commitment theory highlights employees' psychological bond and loyalty toward their organization (Meyer & Allen, 1996). This theory divides commitment into three components: affective commitment (emotional attachment), normative commitment (sense of obligation), and continuance commitment (perceived costs of leaving). Examining how transformational leadership promotes effective commitment to sustainability can offer valuable insights into boosting employee engagement in sustainable practices.

Occupational delight, referring to the joy and satisfaction gained from work, is rooted in theories of occupational well-being (Kahn, 1990). Kahn's model emphasizes the significance of personal engagement at work, indicating that leaders who create a positive work environment can boost employees' emotional and psychological fulfillment. This sense of delight may play a vital mediating role between transformational leadership and employee commitment to sustainability.

Social exchange theory suggests relationships are founded on mutual benefits and reciprocity (Blau, 1964). Within the transformational leadership framework, when leaders support and empower their employees, it cultivates a sense of obligation and loyalty, enhancing commitment to the organization and its sustainability initiatives (Cropanzano et al., 2017). Occupational delight can be viewed as a beneficial result of this social exchange, further strengthening employee commitment.

Transformational leadership is defined by its focus on inspiring and motivating employees to achieve higher performance levels and engage in organizational goals (Bass, 1990). Leaders who adopt this style

foster an environment of trust, innovation, and collaboration, which can significantly enhance employee engagement and commitment (Avolio & Bass, 2004). The following conceptual framework has been proposed to integrate these theoretical perspectives.

Figure 1

Conceptual framework
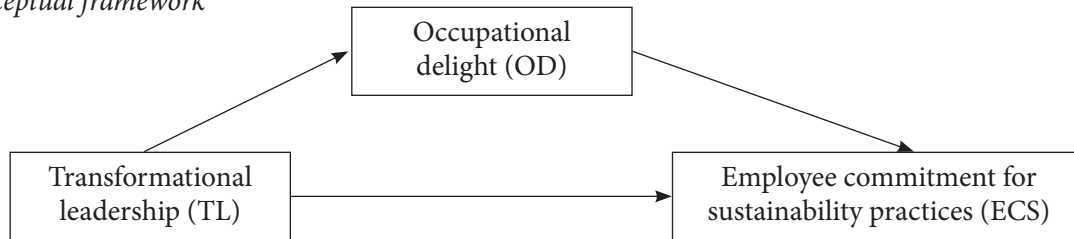
Empirical reviews

Transformational leadership is a style that centers on inspiring and motivating followers to realize their full potential and prioritize the organization's interests over their own (Avolio & Bass, 2004). This approach highlights the importance of vision, innovation, and building strong relationships between leaders and team members. Transformational leaders promote positive change by cultivating an environment that encourages creativity and collaboration through visionary thinking, inspirational motivation, individualized consideration, and intellectual stimulation. Employee commitment to sustainable practices involves employees' readiness to engage in actions that support environmental and social sustainability. This commitment is crucial for effectively executing organizational sustainability initiatives (Cao et al., 2024; Choi & Yu, 2014). When engaged, employees are more inclined to participate in sustainability efforts, which can enhance organizational performance and reputation.

Transformational leadership and employees' commitment to sustainability practices. The growing emphasis on sustainability within organizations has led researchers to investigate how leadership influences employee commitment to sustainable initiatives. Transformational leadership prioritizes inspiring and motivating employees and has emerged as a critical factor in strengthening this commitment (Bass, 1999; Moradi Korejan & Shahbazi, 2016). Research has consistently indicated that transformational leadership positively impacts employee behaviors that support sustainability objectives (Asghar et al., 2022; Ren et al., 2024). Haugh and Talwar (2010) discovered that transformational leaders who communicate a clear sustainability vision can encourage employees to adopt environmentally friendly behaviors. Employees who see their leaders as dedicated to sustainability are more inclined to participate in sustainable practices themselves (Li et al., 2019). Further, transformational leadership has been associated with heightened psychological empowerment, boosting employee commitment to sustainability. Snyder et al. (2018) found that transformational leaders who engage employees in decision-making foster a sense of ownership over sustainability initiatives (Li et al., 2019). This sense of empowerment results in a more significant commitment to sustainable practices, as employees perceive their contributions as valued. The emotional bonds fostered by transformational leaders are instrumental in bolstering employee commitment to sustainability. Abbas et al. (2023) demonstrate that transformational leadership enhances employees' emotional connection to the organization, leading to a deeper commitment to sustainable practices. When employees feel emotionally attached to their leaders and the organization, they are more likely

to embrace and embody sustainability values in their actions. Based on the discussion, the following hypothesis has been developed.

H1: Transformational leadership significantly and positively influences employees' commitment to sustainability practices.

Transformational leadership for occupational delight. Occupational delight, the joy and sense of fulfillment employees find in their work, is increasingly acknowledged as an essential aspect of employee well-being and organizational success. Occupational delight encompasses the joy and fulfillment employees experience (Kahn, 1990). Leadership style, workplace culture, and job characteristics can influence occupational delight. High levels of occupational delight are associated with increased job satisfaction and engagement, which can enhance commitment to organizational goals, including sustainability (Bakker et al., 2008).

Transformational leadership, characterized by its focus on inspiration, motivation, and strong interpersonal connections, is crucial in promoting occupational delight. Transformational leaders motivate employees by communicating a clear vision and showing enthusiasm for their work. According to research by Faghihi et al. (2020), these leaders can substantially boost employees' intrinsic motivation, resulting in increased occupational delight. When employees are inspired by their leaders, they are more inclined to commit to their roles fully. The individualized consideration aspect of transformational leadership cultivates strong bonds between leaders and employees. Leaders who genuinely care about their team members' well-being create a nurturing atmosphere that boosts occupational delight (Cherkowski et al., 2020; Karakas & Sarigollu, 2013). This emotional support makes employees feel appreciated and understood, which enhances their overall job satisfaction. Transformational leaders foster an environment that nurtures creativity and innovation. Such settings allow employees to explore new ideas and take initiative, increasing job satisfaction (Bin Saeed et al., 2019; Khan & Khan, 2019). It is necessary to invest to what extent does leadership style enhance the occupational delight of the employees resulting in higher commitment. Based on the discussion, the following hypothesis has been developed.

H2: Transformational leadership positively and significantly increases occupational delight.

Occupational delight and employees' commitment to sustainability practices. Occupational delight is crucial in boosting employees' commitment to sustainability practices. It enhances resilience by nurturing emotional connections, increasing engagement, empowering staff, and fostering a positive organizational culture (Azab et al., 2019). This resilience, fostered by occupational delight, is a crucial strength in sustainability practices, as it motivates employees to actively engage in and support sustainable initiatives. As organizations work toward their sustainability objectives, this focus on occupational delight can result in a more dedicated and innovative workforce (Men & Robinson, 2018). Employees who feel occupational delight are more inclined to develop an emotional connection to their organization's values, including its dedication to sustainability (Men & Yue, 2019). Occupational delight enhances employee engagement, leading workers to exceed basic job expectations and actively participate in sustainability initiatives. Engaged employees take pride in their contributions to environmental and social goals, strengthening their commitment to the organization's sustainability aims. Their proactive approach,

driven by occupational delight, leads them to commit to sustainability efforts and actively pursue these goals when they perceive their ideas as valued. A workplace that fosters occupational delight plays a significant role in creating a positive organizational culture (Men & Yue, 2019). This culture encourages collaboration and open communication, essential for effective sustainability initiatives. Further, committed employees are better prepared to navigate the complexities of implementing sustainability practices and stay motivated despite obstacles (George et al., 2016). Their positive mindset promotes a proactive approach to addressing sustainability-related challenges. Based on the discussion, following hypothesis has been formulated:

H3: Occupational delight positively and significantly increases the employees' commitment to sustainable practices.

H4: Occupational delight enhances the effect of transformational leadership on employees' commitment to sustainable practices.

Methodology

Research design. This study meticulously employs a causal-comparative research design with a quantitative approach to thoroughly examine the relationship between transformational leadership, occupational delight, and employee commitment to sustainable practices. The quantitative component involves a cross-sectional survey to gather data from employees in various commercial banks in Kathmandu.

Study population and sample selection. This research's target population includes employees of commercial banks in Nepal (approximately 44,000). A meticulous convenience sampling technique has been employed to ensure a representative sample across different job roles. The sample size is estimated to be 381, with a 95% confidence interval and a 5% margin of error. Table 1 provides the demographic profile of the respondents.

Table 1

Demographic profile of respondents

Characteristics		Frequency	Percentage
Gender	Male	202	53.02
	Female	179	46.98
Age	Below 35 yrs.	38	9.97
	35-50 yrs.	185	48.56
	51 and more yrs	158	41.47
Job position	Assistant level	175	45.93
	Officer level	154	40.42
	Manager level	52	13.65

Data collection. A structured questionnaire was developed to measure transformational leadership, occupational delight, and employee commitment to sustainable practices. Bass and Avolio's Multifactor Leadership Questionnaire (MLQ) (1994), a well-established tool, assessed transformational leadership behaviors. Similarly, a modified version of Kahn's (1990) engagement scale, another widely recognized method, was employed to evaluate occupational delight. Likewise, a custom scale, informed by existing literature, was designed to measure commitment to sustainability initiatives. The questionnaire was

distributed online via email and professional networking platforms, and participants were invited to complete it anonymously.

Data analysis. Data collected from the surveys were analyzed using the statistical software AMOS inbuilt SPSS. Descriptive statistics summarizes demographic information and primary variables. Correlation and regression analyses assessed the relationships between transformational leadership, occupational delight, and employee commitment to sustainable practices. Mediation analysis was performed using the PROCESS Macro by Hayes (2013) to evaluate the mediating role of occupational delight.

Scale validation. A measurement model analysis was conducted to evaluate the hypotheses related to the mediation effect and confirm the validity of the measurements. The results indicating the model's goodness-of-fit are presented in Table 2.

Table 2

Scale validation

Chi-square/df	CFI	TLI	RMSEA	SRMR
2.193 (p<.01)	0.922	0.902	0.042	0.067

Table 2 illustrates the model's goodness of fit. Additionally, the validity of each variable scale was assessed using Average Variance Extracted (AVE) values, which were as follows: idealized influence (0.54), inspirational motivation (0.53), intellectual stimulation (0.52), individual consideration (0.53), occupational delight (0.51), and employees' commitment to sustainable practices (0.54). The Variance Inflation Factor (VIF) values ranged from 1.521 to 1.989, indicating no multicollinearity among the measurement scales.

Ethical considerations. The study adheres to the ethical guidelines established by the research society. All respondents provided informed consent, ensuring that they understood the purpose of the research, their rights, and the measures taken to protect their anonymity and confidentiality.

Results

Test of association. Measurement scales were positively associated with transformational leadership, occupational delight, and employees' commitment to sustainable practices (Table 3).

Table 3

Mean, SD, and Correlations between measurement scales

Measurement scale	Mean	SD	1	2	3	4	5	6
Idealized influence (1)	3.91	0.92	1					
Inspirational motivation (2)	4.01	0.89	0.151	1				
Intellectual stimulation (3)	3.99	0.72	0.238	0.245	1			
Individual consideration (4)	3.67	1.05	0.132	0.221	0.242	1		
Occupational delight (5)	3.75	0.89	0.411**	0.332**	0.312**	0.211**	1	
Employees' commitment (6)	3.89	0.89	0.431**	0.391**	0.423**	0.423**	0.432**	1

**Correlations are significant at the 0.01 level (two-tailed)

Respondents reported being reasonable to moderately satisfied with each component of their dimensions of transformational leadership, occupational delight, and employees' commitment to sustainability practices. Idealized influence (mean = 3.91, SD = 0.92), inspirational motivation (mean = 4.01, SD = 0.89), intellectual stimulation (mean = 3.99, SD = 0.72), and individual consideration (mean = 3.67, SD = 1.05) are the essential components of transformational leadership to satisfy employees. However, employees reported comparatively lower satisfaction with the individual consideration dimension of the leaders.

The results also revealed that occupational delight and employees' commitment to sustainable practices are significantly positively correlated with each dimension of transformational leadership.

Test of hypotheses. The study utilized the PROCESS Macro, as outlined by Igartua and Hayes (2021) and Hayes (2019), to investigate the proposed mediation effect within the model. This method was selected for its effectiveness in identifying mediation and detecting indirect effects among the variables shown in Figure 1. The results indicated significant positive effects: a direct effect (TL->ECS: β = .395), an indirect effect (a*b) (β = .291), and a total effect (TL-> OD -> ECS) (β = .686). These findings support hypotheses H1, H2, H3, and H4.

Table 4

Direct, indirect, and total effect of the model

Direct effect Transformational leadership -> Employees' commitment to sustainable practices	Indirect effect	Total effect Transformational leadership -> Employees' commitment to sustainable practices	Relationship	Confidence interval		t-stat.
				LLCI	ULCI	
0.395	0.291	0.686	Transformational leadership -> Occupational delight -> Employees' commitment to sustainable practices	1.2535	0.3745	9.83

Discussion

This research emphasizes how transformational leadership is crucial in encouraging employees to commit to sustainable practices by enhancing their occupational delight. Organizations can leverage transformational leadership to advance sustainability practices through employees by creating a supportive and motivating workplace so that employees feel occupational delight. As corporate organizations

increasingly integrate their objectives with the United Nations' Sustainable Development Goals (SDGs), comprehending these interactions becomes vital for making substantial strides in sustainability.

The positive relationship between transformational leadership and employee commitment to sustainable practices aligns with previous studies that underscore the importance of leadership styles in fostering engagement (Bass & Avolio, 1994; Moradi Korejan & Shahbazi, 2016). Transformational leaders, characterized by their ability to inspire and motivate, create a culture encouraging employees to adopt sustainable practices. As highlighted by Haugh and Talwar (2010), leaders who effectively communicate a sustainability vision enhance employees' likelihood of engaging in environmentally friendly behaviors. Findings reinforce this by demonstrating that transformational leadership influences overall employee commitment and specifically targets commitment to sustainability initiatives.

The analysis revealed that the components of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—play a role in fostering employee commitment to sustainable practices. Interestingly, employees rated idealized influence and inspirational motivation more positively, while individualized consideration received lower ratings. This finding aligns with Ohunakin et al. (2019), who highlighted the importance of leaders offering personalized support and recognition to fully enhance employee engagement. The lower satisfaction with individualized consideration points to an opportunity for organizations to improve, offering a hopeful prospect for strengthening commitment to sustainability.

The study establishes occupational delight as an essential mediator between transformational leadership and employee commitment to sustainable practices. This aligns with Kahn's (1990) engagement theory, indicating that a supportive workplace fostered by transformational leaders can enhance occupational delight. Previous research has indicated that well-being at work is vital for employee motivation and engagement (Bakker et al., 2008; Men & Robinson, 2018). Findings build on this study by showing that employees who experience greater occupational delight are more dedicated to sustainability initiatives, underscoring workplace engagement's emotional and psychological aspects.

Based on the findings, organizations should develop transformational leadership within their sustainability strategies. Training programs designed to help leaders inspire, engage, and support their teams can create a workplace atmosphere that promotes feelings of security (Gautam & Gautam, 2024) and occupational delight that boosts commitment to sustainability efforts. This approach is consistent with the suggestions of Teo et al. (2019) and Gautam et al. (2024), who highlighted that leadership development directly impacts employee engagement.

Conclusion

This research underscores the vital role of transformational leadership in enhancing employee commitment to sustainable practices by increasing occupational delight. The findings affirm that transformational leadership positively impacts employee engagement and nurtures commitment to sustainability practices.

The study concludes that transformational leadership's components—idealized influence, inspirational

motivation, intellectual stimulation, and individualized consideration—play a crucial role in this commitment. In addition, organizations can boost employee engagement and commitment to sustainability by offering personalized support and recognition. In this relationship, occupational delight can significantly enhance the link between transformational leadership and commitment to sustainable practices. This highlights workplace engagement's emotional and psychological aspects, reinforcing that a supportive environment can significantly enhance employees' commitment to sustainability initiatives. This is possible by developing transformational leadership practices in organizations. Given these insights, organizations should prioritize cultivating transformational leadership as part of their sustainability strategies. Organizations can create an environment that fosters occupational delight and strengthens commitment to sustainability efforts by implementing training programs that enable leaders to inspire and support their teams.

Implications of the study

The findings and conclusions of this study may have implications for the diverse sections including leadership development programs, creating supportive work environments, and integrating emotional well-being in sustainability strategies.

Study's conclusion on positive impact on employees' commitment suggest organizations invest in training and development programs that focus on cultivating transformational leadership skills among managers. By enhancing leaders' abilities in idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, companies can create a more engaged workforce committed to sustainability initiatives.

Further, to foster occupational delight, organizations need to prioritize creating a supportive workplace culture. This includes recognizing employee contributions, providing personalized support, and ensuring that employees feel valued. Such an environment can amplify the positive effects of transformational leadership on employee engagement and commitment to sustainable practices.

Moreover, the conclusion of the study highlights the essence of integrating emotional well-being in Sustainability Strategies: companies should incorporate the emotional and psychological aspects of employee engagement into their sustainability strategies. By recognizing the link between occupational delight and commitment to sustainability, organizations can design initiatives that not only promote sustainable practices but also enhance employee satisfaction and engagement, ultimately driving better outcomes for both the environment and the workforce.

Limitations and Future Research Scope

Although this study provides important insights, it is constrained by its focus on the banking sector in Nepal. Future research should assess how these findings apply to various sectors and cultural contexts. Additionally, longitudinal studies could explore the long-term impacts of transformational leadership on employee commitment to sustainability, considering the changing dynamics of the workplace and sustainability objectives. Investigating the relationship between other leadership styles and commitment to sustainability could further enhance our understanding of this crucial area.

Declaration of Conflict of Interest

The author declares the absence of a conflict of interest in the publication of the paper.

Acknowledgements

References

Abbas, A., Luo, X., Shahzad, F., & Wattoo, M. U. (2023). Optimizing organizational performance in manufacturing: The role of IT capability, green supply chain integration, and green innovation. *Journal of Cleaner Production, 423,* 138848. doi: 10.1016/j.jclepro.2023.138848.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*, 252-276.

Asghar, M.M., Zaidi, S.A.H., Ahmed, Z., Khalid, S., Murshed, M., Mahmood, H., & Abbas, S. (2022). The role of environmental transformational leadership in employees' influencing organizational citizenship behavior for environment well-being: a survey data analysis. *Environmental Science and Pollution Research, 29*, 58773–58790. https://doi.org/10.1007/s11356-022-19886-5

Azab, C., Clark, T., & Jarvis, C. B. (2018). Positive psychological capacities: the mystery ingredient in successful service recoveries? *Journal of Services Marketing, 32*(7), 897-912. https://doi.org/10.1108/JSM-11-2017-0407

Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2015). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews, 19*(1), 31–53. doi:10.1111/ijmr.12077

Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology, 8*(1), 9–32. https://doi.org/10.1080/135943299398410

Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness Through Transformational Leadership.* Sage Publications.

Bin Saeed, B., Afsar, B., Shahjehan, A., & Imad Shah, S. (2019). Does transformational leadership foster innovative work behavior? The roles of psychological empowerment, intrinsic motivation, and creative process engagement. *Economic Research-Ekonomska Istraživanja, 32*(1), 254–281. doi:10.1080/1331677x.2018.1556108

Blau, P. M. (1964). *Exchange and power in social life.* New York, NY: Wiley.

Cao, S., Xu, P., Qalati, S.A., & Wu, K. (2024). Impact of employee environmental concerns on sustainable practices: investigating organizational commitment and job satisfaction. Sustainability, 16, 5823. https://doi.org/10.3390/su16135823

Cherkowski, S., Kutsyuruba, B., & Walker, K. (2020). Positive leadership: animating purpose, presence, passion and play for flourishing in schools. *Journal of Educational Administration, 58*(4), 401-415. https://doi.org/10.1108/JEA-04-2019-0076

Choi, Y., & Yu, Y. (2014). The influence of perceived corporate sustainability practices on employees and organizational performance. *Sustainability, 6*, 348-364. https://doi.org/10.3390/su6010348

Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. Academy of Management Annals, 11(1), 479–516. doi:10.5465/annals.2015.0099

Faghihi, A., Rahimi, G. R., & Zare, S. (2020). The role of transformational leadership in enhancing employee creativity. *Journal of Business Research, 112*, 202-208.

Gathungu, E. W., Iravo, D. M. A., & Namusonge, G. S. (2015). Transformational leadership and employee's commitment: empirical review. *IOSR Journal of Humanities and Social Science, 20*(7), 1-7. doi: 10.9790/0837-20720107

Gautam, P. K., & Gautam, D. K. (2024). Job insecurity and moral disengagement in frontline employees: A moderated mediation effect of perceived organizational support and occupational regret. *Intangible Capital, 20*(2), 412-424. https://doi.org/10.3926/ic.2643

Gautam, P.K., Gautam, D.K., & Bhetuwal, R. (2024). Work-life balance, job satisfaction and turnover intentions among nurses. *International Journal of Organizational Analysis,* Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJOA-09-2023-4002

George, G., Howard-Grenville, J., Joshi, A., & Tihanyi, L. (2016). Understanding and Tackling Societal Grand Challenges through Management Research. *Academy of Management Journal, 59*(6), 1880–1895. doi:10.5465/amj.2016.4007

Haugh, H. M., & Talwar, A. (2010). How do you measure success? A multi-dimensional approach to evaluating sustainability initiatives. *Journal of Business Ethics, 97*(3), 373-392.

Haugh, H.M. & Talwar, A. (2010). How do corporations embed sustainability across the organization? *Academy of Management Learning & Education, 9*(3), 384–396.

Hayes, A. F. (2019). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach.* New York, NY: The Guilford Press

Igartua, J.-J., Hayes, A. F. (2021). Mediation, moderation, and conditional process analysis: Concepts, computations, and some common confusions. *The Spanish Journal of Psychology, 24*(e49). doi:10.1017/SJP.2021.46

Judeh, M. (2023). Job delight and organizational citizenship behavior: Role of teamwork cohesion as a mediator. *Problems and Perspectives in Management, 21*(1), 131-140. doi:10.21511/ppm.21(1).2023.12

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.

Karakas, F., & Sarigollu, E. (2013). The role of leadership in creating virtuous and compassionate organizations: Narratives of benevolent leadership in an Anatolian Tiger. *Journal of Business Ethics,* 113, 663–678. https://doi.org/10.1007/s10551-013-1691-5

Khan, N. A., & Khan, A. N. (2019). What followers are saying about transformational leaders fostering employee innovation via organisational learning, knowledge sharing and social media use in public organisations? *Government Information Quarterly, 36*(4), 101391. doi:10.1016/j.giq.2019.07.003

Le, D.T., Christopher, S., Nguyen, T.T.T., Pham, H.T.T., & Nguyen, P.T.L. (2023). How leadership styles influence organizational outcomes: an empirical study in Vietnamese SMEs. *International Journal of Emerging Markets, 18*(10), 3893-3912. https://doi.org/10.1108/IJOEM-01-2021-0092

Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability, 11*, 1594. https://doi.org/10.3390/su11061594

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review, 45*(3), 101764. doi:10.1016/j.pubrev.2019.03.001

Men, L.R., & Robinson, K.L. (2018). It's about how employees feel! examining the impact of emotional culture on employee–organization relationships. *Corporate Communications: An International Journal, 23*(4), 470-491. https://doi.org/10.1108/CCIJ-05-2018-0065

Moradi Korejan, M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences, 8*(3), 452. doi:10.4314/jfas.v8i3s.192

Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction. *Journal of Human Resources in Hospitality & Tourism, 18*(4), 441–470. https://doi.org/10.1080/15332845.2019.1626795

Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management, 28*(3), 586–608. doi:10.1108/ijchm-01-2014-0050

Ren, Q., Li, W., & Mavros, C. (2024). Transformational leadership and sustainable practices: How leadership style shapes employee pro-environmental behavior. *Sustainability, 16*, 6499. https://doi.org/10.3390/su16156499

Snyder, K., Ingelsson, P., & Bäckström, I. (2018). Using design thinking to support value-based leadership for sustainable quality development. *Business Process Management Journal, 24*(6), 1289-1301. https://doi.org/10.1108/BPMJ-02-2018-0045

Sungmala, N., & Verawat, A. (2021). The impact of employee engagement on employee performance: A case study of multinational corporations in Thailand. *The Journal of Asian Finance, Economics and Business, 8*(5), 1091–1097. https://doi.org/10.13106/JAFEB.2021.VOL8.NO5.1091

Teo, S. T. T., Bentley, T., & Nguyen, D. (2019). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. International Journal of Hospitality Management, 102415. doi:10.1016/j.ijhm.2019.102415

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management, 24*(14), 2657–2669. https://doi.org/10.1080/09585192.2013.798921

Yi, L., Uddin, M.A., Das, A.K., Mahmood, M., & Sohel, S.M. (2019). Do transformational leaders engage employees in sustainable innovative work behaviour? Perspective from a developing country. *Sustainability, 11*, 2485. https://doi.org/10.3390/su11092485