

Impact of Leadership Practices on Organizational Work Environments

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Abstract

Leadership is increasingly being recognized as a significant aspect of organizational occupational safety. However, there are differences in describing how the leaders manage safety in the organization. This study examines the relationship between leadership styles, work engagement, and organizational support within the context of government agencies in Qatar. The present study incorporated different research designs, and the review was based on the published standard, namely PRISMA statement (Preferred Reporting Items for Systematic Reviews and Meta-Analysis). This study has considered 21 related studies using Web of Science (WOS) and Scopus as the primary databases for this systematic literature review. Findings indicate that both leadership styles significantly impact work engagement, while organizational support plays a critical role in motivating employees and fostering a productive work environment. This systematic literature review also provides several limitations and recommendations for future direction.

Introduction

Leadership plays a critical role in shaping the dynamics of contemporary organizations, influencing everything from decision-making and communication to employee motivation and overall performance. Over time, theoretical perspectives on leadership have evolved, shifting from traditional, hierarchical models to more relational and adaptive approaches. These developments have profound implications for understanding leadership as a dynamic and collaborative process that responds to the complexities of modern organizational contexts (Daft, 2020; Robinson, 2020). As such, leadership is no longer seen as a mere positional attribute, but as an interactive, transformative force that can drive organizational success or failure.

Equally important is the organization of the work environment itself. The physical, social, psychological, and organizational elements of the workplace significantly contribute to employee productivity, well-being, and overall organizational performance (Mullins, 2018). A well-structured environment that fosters collaboration, provides support, and encourages innovation can have a profound impact on an organization's effectiveness. Conversely, a restrictive or poorly organized environment can hinder employee engagement and diminish organizational outcomes (Robinson, 2020).

In today's organizations, effective documentation practices, particularly through the use of Electronic Document Management Systems (EDMS), have become essential for enhancing transparency, accountability, and organizational learning (Mintzberg, 1979). These systems not only streamline communication but also ensure that critical knowledge and decisions are properly recorded, facilitating more informed leadership and management practices.

The relationship between leadership practices and the organization of the work environment has been widely studied, with varying conclusions depending on the style of leadership employed. Autocratic, democratic, laissez-faire, and transactional leadership styles have distinct effects on team performance and morale, with their effectiveness often influenced by the specific organizational context (Jones, 2019; Akar, 2020). Understanding how these styles affect decision-making, communication, skill development, and employee motivation is crucial for creating a work environment that fosters growth, innovation, and employee satisfaction (Robinson, 2020; Mullins, 2018).

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Moreover, the structure of an organization, its internal relationships, and its policies all play a significant role in determining its effectiveness in achieving strategic objectives (Daft, 2020). Whether centralized or decentralized, hierarchical or flat, the way in which an organization is structured can either facilitate or hinder its ability to meet its goals.

This study aims to explore the interplay between leadership practices, the organization of the work environment, and organizational effectiveness. It investigates how various leadership styles—dictatorial, democratic, laissez-faire, and transactional—affect the dynamics of the work environment and ultimately influence employee performance and organizational success. Additionally, this study examines the role of effective documentation in leadership and management, with a focus on how EDMS contribute to transparency, accountability, and organizational learning. By analyzing these factors, this thesis seeks to provide valuable insights into how leadership practices and organizational structure collectively shape the success of contemporary organizations.

Systematic review articles of the literature are methodological studies that use database searches to gather research results that focus on objective and theoretical discussions of a particular topic and theme. There are differences between a systematic and narrative review of the literature. The narrative review provides readers with up-to-date knowledge about specific topics without the methodological approach that would allow data reproduction or answers to specific quantitative research questions [25], whereas a systematic review of the literature is one method for reviewing existing studies more systematically. According to Robinson and Lowe [26], it is critical to conduct a systematic review of previous research to eliminate reviewer bias, which can impair the quality of a study. This paper attempts to contribute to the existing body of knowledge by developing a systematic review on how various leadership styles—dictatorial, democratic, laissez-faire, and transactional—affect the dynamics of the work environment and ultimately influence employee performance and organizational success.

The best systematic review of the literature involves the major stages; planning, conducting the review, and reporting the review based on an organized and transparent process where the searching effort is conducted over several databases and a similar process can be replicated and reproduced by other researchers. It covers a rigorous search strategy that enables researchers to answer a defined question [27]. Lack of research on leadership styles has resulted in a lack of understanding and failure to comprehend the related existing literature systematically

The review is guided by the central research question: “How various leadership styles—dictatorial, democratic, laissez-faire, and transactional—affect the dynamics of the work environment and ultimately influence employee performance and organizational success?” This study aimed to fill a gap by systematically reviewing previous related studies to gain a better understanding of recognizing and describing how various leadership styles—dictatorial, democratic, laissez-faire, and transactional—affect the dynamics of the work environment and ultimately influence employee performance and organizational success.

Materials and Methods

PRISMA

This systematic review was structured in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. These guidelines are designed to enhance the clarity and accuracy of systematic reviews and meta-analyses while minimizing potential misinterpretations and biases in the review process [29,30]. PRISMA is particularly relevant to research in environmental management [31]. The review protocol has been registered with the International Platform of Registered Systematic Review and Meta-Analysis Protocols (INPLASY) under registration number INPLASY202250103. It is publicly available on both

the INPLASY website and the International DOI Foundation website (<https://www.doi.org/10.37766/inplasy2022.5.0103>, accessed on 16 May 2022).

Resources

A comprehensive electronic literature search was conducted using Scopus and Web of Science (WoS). Scopus served as the primary database for this review, offering access to approximately 24,900 active peer-reviewed journals from 7,000 publishers. Covering a broad range of disciplines, including physical sciences, social sciences, health sciences, and life sciences, Scopus also provides analytical tools for data visualization, comparison, and export. The second database, WoS, includes approximately 33,000 journals spanning over 256 disciplines, such as environmental studies, interdisciplinary social sciences, social issues, and development planning. Managed by Clarivate Analytics, WoS maintains an extensive archive with over a century of citation data, ranking publications based on citations, number of papers, and citations per paper.

Systematic Review Process

The systematic review process consists of three key stages: identification, screening, and eligibility (see Figure 1).

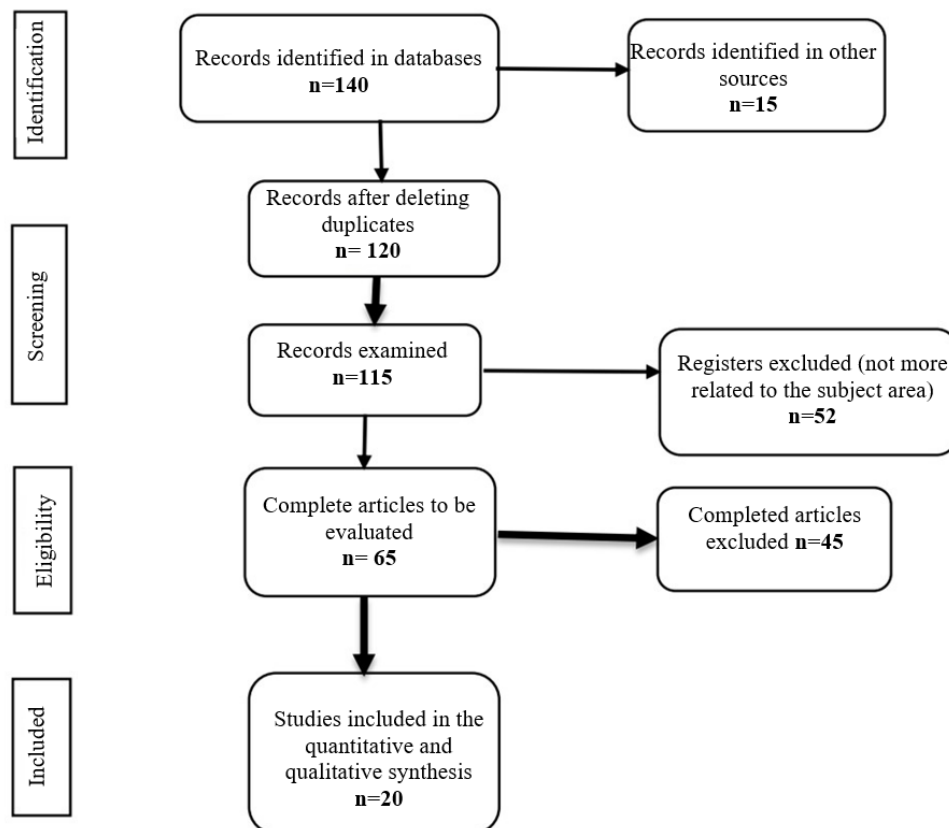


Figure 1: PRISMA systematic review process

Identification

In the initial phase, relevant keywords for the search process were determined. This stage involved identifying synonyms, related terms, and variations of the primary keywords to enhance the search scope. The objective was to provide the selected databases with a broader range of terms to retrieve more relevant articles for review. The keyword selection was guided by the research question framework proposed by Okoli and was refined using an online thesaurus, previously used keywords from related studies, as well as suggestions from Scopus and subject matter experts. The authors expanded the initial keyword list and constructed a comprehensive search string using Boolean operators, phrase searching, truncation, wildcard symbols, and field codes. This finalized search strategy was applied to the two primary databases: Scopus and Web of Science (Table 1).

Table 1. The research strings

Databases	Keywords Used
Scopus	TITLE-ABS-KEY (("leader* practice" OR "leadership styles" OR "dictatorial" OR "democratic" OR "laissez-faire" OR "transactional") AND ("work environment" OR "employee performance" OR "organizational success"))
Web of Science	TS (("leader* practice" OR "leadership styles" OR "dictatorial" OR "democratic" OR "laissez-faire" OR "transactional") AND ("work environment" OR "employee performance" OR "organizational success"))

Accordingly, search strings for Scopus and Web of Science were developed in November 2023 (see Table 1) after determining all relevant keywords. These two databases are widely recognized in systematic literature reviews due to their advanced search functionalities, extensive indexing (covering over 5,000 publishers), stringent quality control of articles, and multidisciplinary coverage, including research on environmental management. The current study successfully retrieved 70 articles from Scopus and 54 from Web of Science. Additionally, a manual search using similar keywords in a third database yielded 14 more articles. In total, 140 articles were collected during the initial stage of the systematic literature review.

Screening

The second stage involved screening. The primary goal of this phase was to eliminate duplicate records. As a result, 15 duplicate articles were removed, leaving 125 articles for further evaluation based on specific inclusion and exclusion criteria:

- Only journal articles (research papers) were considered, as they provide primary empirical data. Therefore, systematic reviews, meta-analyses, meta-syntheses, book series, books, book chapters, and conference proceedings were excluded.
- Only studies published in English were included.
- The review focused solely on research within the Leadership Styles to align with the study's objectives.

Based on these criteria, 52 articles were excluded (see Table 2), leaving 65 articles eligible for review.

Table 2. Inclusion and Exclusion Criteria

Criteria	Included Studies	Excluded Studies
Document Type	Empirical research articles and review papers	Conference papers, book chapters, book series, and full books
Language	English-language publications	Non-English publications
Study Focus	Work environment Employee performance Organizational success	Studies with unclear methodology Studies unrelated to leadership, occupational safety, or educational institutions

Eligibility

At this stage, the full texts of the remaining articles were reviewed. The authors manually examined each article to verify its alignment with the established criteria. This process involved analyzing the title and abstract to ensure relevance. As a result, 10 articles were excluded due to their lack of focus on leadership styles, insufficient discussion of leadership practices within organizations, or unclear methodology. Ultimately, 20 articles met the eligibility requirements (see Figure 1).

Quality Assessment

To ensure the credibility of the selected articles, two independent researchers—both experts in leadership—were assigned to evaluate the quality of the remaining studies. Neither researcher had contributed to this paper, minimizing potential bias in the assessment process. The articles were categorized into three quality levels: high, moderate, and low. The evaluation focused primarily on the methodological rigor of each study. Based on this assessment, 40 articles were classified as high quality, 20 as moderate quality, and 10 as low quality. Articles deemed low quality were excluded, leaving 20 articles for the final review.

Data Extraction and Analysis

The selected articles underwent a thorough examination, focusing on studies that directly addressed the research questions. The initial data extraction process involved reviewing abstracts, followed by an in-depth analysis of full texts to identify key themes and sub-themes. According to Whitemore and Knafl [34], integrative data synthesis is most effective when using qualitative or mixed-method approaches that facilitate iterative comparisons across different studies. Content analysis was employed to identify themes related to leadership and safety management strategies.

Each of the 40 articles was analyzed in detail, with special attention to the abstracts, results, and discussions. Data relevant to the research questions were systematically extracted and organized into a table. A thematic analysis was then conducted to identify recurring patterns, categorize findings into themes, and establish relationships between different aspects of the data [35].

The first step of thematic analysis involved recognizing emerging patterns within the extracted data. Similar concepts were grouped together, leading to the formation of three primary themes. A further breakdown of these themes resulted in 12 sub-themes. To ensure accuracy, the researchers reassessed all identified themes and sub-themes, verifying their relevance and consistency with the data. Finally, each theme and sub-theme was clearly defined and named, starting with the main themes before refining the sub-group classifications (see Table 3).

Results

As shown in the PRISMA flowchart, this study ultimately included a total of 40 articles. Table 1 presents a summary of the key findings related to leadership styles, work engagement, and organizational support. The reviewed articles were analyzed both quantitatively and qualitatively, focusing on the relationship between leadership styles, work engagement, and organizational support.

The findings of this systematic review reveal that previous studies across various workplaces and countries emphasize the significance of both transformational and transactional leadership styles. These studies consistently highlight the positive impact of organizational support on employee performance, attitudes, organizational behavior, and overall work engagement. The importance of these factors should be more comprehensively communicated to managers, leaders, and organizational heads.

This study seeks to explore the meaningful role of transformational and transactional leadership styles within the work environment. It also underscores the crucial influence of organizational support, which stems from both leadership and the organizational context, in fostering and enhancing employee engagement and motivation.

Table 1 (Researched Article)

Author (Date)	Purpose	Subject
Muhammad Hafian Wahyuwardhana , Anggara Wisesa (2024)	This paper aims to evaluate the existing leadership approach in the company and identify a style that would better support a clan culture.	Primary data for the study was gathered through a quantitative survey of 324 employees, selected using Slovin's formula.
Santigie Abu Kamara, Ernest Udeh and Blossom Onike Decker (2024)	To ascertain the effect of the leadership style adopted by the bank managers on employee performance	A total of 70 questionnaires were completed and useful for analysis out of 110 questionnaires that were issued.
Rachel Rene Goenaga 2024	Aimed to explore employees' perceptions of leadership styles that motivate them in the workplace	The target sample comprised participants from governmental academic office settings, selected based on their employment within business office-type settings, including remote workplaces.
Ardian Berisha et al., (2024)	This study focuses on the relationship between leadership styles and employee performance within the framework of European small and medium enterprises (SMEs).	The study conducted interviews with 50 leaders and employees

Author (Date)	Purpose	Subject
Saad AlFlayyeh, & Abdulaziz Bakheet M Alghamdi. (2023).	investigate the impact of different leadership styles on employee performance.	A total of 327 respondents participated from different private hospitals in Riyadh, Saudi Arabia.
Tan Bee Wen, Ong Choon Hee, Tan Owee Kowang, Theresa Ho Char Fei, Teo Poh Chuin, Chi-Hua Wu (2023)	To identify the relationship between leadership styles and employee job performance in the Malaysian private industry	An online survey questionnaire was used to collect data and yielded 384 responses.
Le et al. (2021)	Investigate the impact of leadership styles on different organizational outcomes and value structure	51 SME managers from different industries.
Ahmed Iqbal Z, Abid G, Arshad M, Ashfaq F, Athar MA, Hassan Q. (2021)	This study empirically investigates the less discussed catalytic effect of personality in the relationship of leadership style and employee thriving at work.	A sample of 312 participants was taken from a leading school system with its branches in Lahore and Islamabad, Pakistan.
<u>Samuel Ajayi</u> 2020	This study examines the impact of leadership styles on employee performance and productivity in the oil and gas industry in Nigeria.	Data were collected via a structured questionnaire from a randomly selected 450 (Four Hundred & Fifty) respondents who have worked more than 5 years in the company.
Sugandha Agarwal (2020)	Assesses the relationship between leadership style(s) and the performance of employees working in the banking sector of the United Arab Emirates (UAE)	200 employees from 5 different banking institutions of the UAE using simple random sampling techniques.
Flora Wambura Mirumbe (2020)	To investigate the effect of leadership style on employee performance at selected Institutions in Arusha	Data were collected from 66 respondents from selected Institutions in Arusha
Omkar Dastane (2020)	Investigate impact of different leadership styles on employee performance	A sample size of 211 employees of multinational corporations in Malaysia selected using convenient sampling.
<u>Francisca Hongla Biaka</u> (2020)	Investigate the role of leadership styles on employee performance in Cameroon.	Data were gleaned from the administration of questionnaires to 100 personnel in St. Veronica Medical Centre via simple random sampling.
Akparep, J. , Jengre, E. and Mogre, A. (2019)	The study examined the leadership style practiced at TumaKavi Development Association (TKDA) in Northern Region of Ghana and	Purposive sampling was adopted to sample a total sample size of 11 respondents representing 65% of the total staff population.

Author (Date)	Purpose	Subject
	its effect on its organizational performance.	
Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2019)	Observe the impact of transformational leadership on job performance and investigate the mediating mechanism of corporate social responsibility (CSR)	Employees who participated in the study are working in the Small and Medium Enterprises (SMEs) of Pakistan.
Ohemeng, F.L.K., Amoako-Asiedu, E. and Obuobisa Darko, T. (2018)	To advance critical theoretical insights into the idea of “relational bureaucratic leadership” and its implications for public administration in developing countries (DCs).	Starting with gender, out of the 130 respondents, 76 (58.46 percent) were males, with the remaining 54 (41.54 percent) being females.
Abdul Basit et al. (2017)	To identify the impact of leadership style on employee performance	A sample size of 100 was used from one private organization in Selangor, Malaysia using convenience sampling technique.
AMIRA SAMIR MOHAMED KAMEL (2017)	The aim of the research is to test the impact of the leadership styles in the not for-profit organizations and its relevance to the employees’ job satisfaction and their intention to quit	The population for this survey is 48 questionnaires distributed to the two organizations (36) in the first organization and (12) for the second organization.
Asrar-Ul-Haq and Kuchinke (2016)	The impact of leadership styles on employee performance outcomes is explored theoretically and tested empirically in the Pakistani banking sector.	224 full-time employees in the banking sector of Pakistan
Priyashantha, K.G. & WIN, KHIN. (2016).	To investigate how leadership styles impact on employee retention and job performance.	A sample of 150 respondents has been randomly selected from the D.G Fashion Garment (Pvt) Ltd., of Sri Lanka.

Discussion

Leadership is a multifaceted concept that has been defined and interpreted differently across disciplines and contexts. At its core, leadership refers to the ability to influence, motivate, and enable others to contribute toward the effectiveness and success of an organization, group, or cause (Yukl, 2013). Early theories of leadership, such as the trait theory, emphasized inherent qualities like intelligence, charisma, and decisiveness as defining attributes of effective leaders (Stogdill, 1948). However, modern perspectives recognize leadership as a dynamic interaction between leaders, followers, and situational factors (Northouse, 2021).

Burns (1978) differentiated between transformational leadership—where leaders inspire and motivate followers to achieve extraordinary outcomes—and transactional leadership, which focuses on exchanges and rewards for performance. Similarly, Bass (1990) expanded on transformational leadership, highlighting dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

From a behavioral standpoint, Blake and Mouton (1964) proposed the Managerial Grid Model, suggesting that leadership effectiveness is determined by a balance between concern for people and concern for task performance. Meanwhile, Fiedler's Contingency Theory (1967) argued that leadership effectiveness depends on the match between a leader's style and situational control.

In contemporary contexts, leadership is often viewed as a relational process rather than a positional authority. Graen and Uhl-Bien (1995) introduced the Leader-Member Exchange (LMX) Theory, which emphasizes the quality of relationships between leaders and followers as a critical determinant of leadership success. Additionally, Goleman (1998) highlighted the importance of emotional intelligence in leadership, suggesting that self-awareness, self-regulation, motivation, empathy, and social skills are essential for effective leadership.

Overall, leadership is not confined to hierarchical structures but can emerge in informal settings and collective efforts. Scholars continue to explore leadership through lenses such as servant leadership (Greenleaf, 1977), which prioritizes the well-being of followers, and adaptive leadership (Heifetz et al., 2009), which focuses on navigating change and uncertainty.

The work environment encompasses the physical, social, psychological, and organizational conditions in which employees perform their tasks and interact with colleagues, management, and stakeholders, including all factors that influence employees' experiences, productivity, well-being, and job satisfaction (Armstrong, 2014). A positive work environment fosters collaboration, innovation, and employee engagement, while a negative one can result in stress, burnout, and high turnover rates (Spector, 2008). Scholars often categorize the work environment into physical and non-physical dimensions. The physical environment includes tangible aspects such as office layout, lighting, noise levels, ergonomic furniture, ventilation, and equipment. A well-designed physical workspace can enhance productivity and reduce workplace injuries (Vischer, 2007). The social environment is shaped by relationships among team members, supervisors, and management, where trust, mutual respect, and open communication contribute to a supportive workplace culture (Kozlowski & Ilgen, 2006). Psychological factors, such as job security, recognition, autonomy, and opportunities for growth, significantly impact employees' mental well-being and motivation. A psychologically safe environment encourages employees to voice concerns and propose new ideas without fear of negative repercussions (Edmondson, 1999). The organizational environment includes organizational policies, leadership style, corporate culture, and management practices, with transformational leadership positively influencing the organizational climate through fostering transparency, shared goals, and employee empowerment (Bass & Riggio, 2006).

The Job Demands-Resources (JD-R) Model proposed by Bakker and Demerouti (2007) provides a framework for analyzing the work environment through two key factors: job demands and job resources. Job demands represent the physical, psychological, and emotional aspects of work that require sustained effort and may lead to strain if excessive. In contrast, job resources consist of physical, social, or organizational factors that help achieve work goals, reduce job demands, and stimulate personal growth. A balanced work environment provides sufficient job resources to counteract job demands, resulting in improved employee satisfaction, reduced burnout, and enhanced organizational performance (Bakker et al., 2014).

Organizing the work environment refers to structuring and managing the physical, social, and psychological elements of a workplace to optimize efficiency, productivity, and employee well-being. It involves designing workflows, arranging physical spaces, establishing communication channels, and creating a culture that aligns with organizational goals and employee needs (Mintzberg, 1983). At its core, organizing the work environment focuses on creating a structured system where resources, tasks, and roles are clearly defined and harmonized. This concept is rooted in organizational theory, drawing on Taylor's Scientific Management and Weber's Bureaucratic Theory, which emphasize order, efficiency, and clarity in roles and responsibilities (Taylor, 1911; Weber, 1947).

Key aspects of organizing the work environment include physical organization, task allocation, communication structures, psychological support, and a strong organizational culture. Physical organization entails the layout of workspaces, resource allocation, and office infrastructure design to improve workflow efficiency and employee comfort (Vischer, 2007). Clearly defined tasks and workflows prevent role ambiguity and ensure accountability by streamlining responsibilities and standard operating procedures (Daft, 2012). Effective communication channels and a supportive social structure foster collaboration and problem-solving, while regular feedback loops and accessible management enhance organizational cohesion (Kozlowski & Ilgen, 2006). Psychological and emotional organization is equally vital, emphasizing autonomy, recognition, and growth opportunities to promote well-being and mental health (Edmondson, 1999). Policies and cultural values further influence how employees interact and align their efforts with strategic goals, cultivating consistency and accountability (Schein, 2010).

An organized work environment yields numerous benefits, including increased productivity, improved job satisfaction, enhanced communication, and reduced workplace stress. Clear roles and efficient workflows minimize errors and delays (Hackman & Oldham, 1980), while structured communication reduces misunderstandings and facilitates knowledge sharing (Kozlowski & Ilgen, 2006). Predictable systems and supportive management help to alleviate uncertainty and stress, fostering a stable and engaging workplace environment (Edmondson, 1999).

Motivation plays a critical role in sustaining the effectiveness of an organized work environment. It refers to the internal and external factors that drive individuals to exert effort toward achieving specific goals, influenced by personal desires, external rewards, social pressures, and intrinsic values (Ryan & Deci, 2000). Motivation acts as a driving force that directs, energizes, and sustains behavior, ensuring focus and commitment to objectives (Locke & Latham, 2002). Intrinsic motivation arises from personal satisfaction, passion, or a sense of accomplishment, while extrinsic motivation stems from rewards, recognition, or avoiding negative consequences. Effective motivation combines both intrinsic and extrinsic elements to align individual goals with organizational or societal objectives, fostering productivity, creativity, and long-term engagement.

Documentation in leadership and management refers to the systematic process of recording, organizing, and preserving critical information, decisions, policies, and procedures to ensure transparency, accountability, and efficiency within an organization. It serves as a vital tool for communication, performance evaluation, decision-making, and organizational learning (Daft, 2014). Within leadership, documentation encompasses strategic plans, vision statements, team objectives, and performance outcomes. Leaders utilize documentation to track progress, communicate expectations, and align team efforts with organizational goals, facilitating clarity and consistency in decision-making. It also supports succession planning by providing future leaders with a clear roadmap of prior strategies and decisions (Northouse, 2018).

From a management perspective, documentation includes operational guidelines, standard operating procedures, project reports, performance appraisals, and compliance records. This ensures minimal ambiguity, reduces errors, and promotes consistency across teams and departments (Robbins & Coulter, 2016). Documentation also plays a crucial role in conflict resolution by providing concrete evidence and references during disputes or evaluations. Furthermore, it contributes to knowledge management by preserving institutional memory, enabling organizations to learn from past experiences and avoid repeating mistakes.

Document management, on the other hand, refers to the systematic process of creating, organizing, processing, storing, retrieving, and securely disposing of documents and information. It aims to streamline document workflows, support organizational decision-making, and ensure efficient information retrieval. While document management spans both physical and electronic formats, the shift towards Electronic Document Management (EDM) systems has become increasingly important in modern practices (Abdul Aziz A., 2023).

At its core, document management covers the entire lifecycle of a document—from its creation and processing to classification, distribution, archiving, and disposal. Effective systems facilitate seamless collaboration, ensure data integrity, reduce redundancy, and prevent information loss. Modern organizations rely on advanced technologies such as cloud storage, version control, and automated workflows to manage vast volumes of data efficiently (Agevall & Jonnergård, 2007). In fast-paced environments, Electronic Document Management Systems (EDMS) enhance operational efficiency, offering features like advanced search, real-time collaboration, role-based access control, and audit trails. These systems ensure compliance with regulatory requirements and data protection laws, mitigating legal and financial risks associated with mismanagement or unauthorized access to information (Abdul Aziz A., 2023).

Document management also supports knowledge retention and institutional memory by preserving historical records and providing accessible information for training and future reference. In industries with stringent regulatory requirements, such as healthcare, finance, and legal services, document management remains foundational for maintaining compliance, transparency, and operational continuity. Ultimately, documentation and document management work in tandem, bridging leadership vision and managerial execution while promoting clarity, accountability, and informed decision-making at all organizational levels.

Autocratic leadership is a leadership style characterized by centralized control, where decision-making authority is concentrated in the hands of a single leader. In this approach, the leader exercises significant control over organizational activities, sets clear expectations, and provides specific instructions with minimal input or feedback from subordinates (Bass, 1990). Autocratic leaders often rely on hierarchical structures and strict rules to ensure compliance and maintain order within the organization (Lewin et al., 1939).

This leadership style is commonly observed in environments requiring quick decision-making, high-stakes outcomes, or crisis management, where delays caused by consensus-building could lead to negative consequences (Cherry, 2023). For instance, in military operations or emergency response teams, autocratic leadership ensures clarity of command, immediate action, and minimal ambiguity (Bhatti et al., 2012). However, such practices can sometimes suppress creativity and innovation, as team members may feel discouraged from offering suggestions or challenging decisions (Goleman, 2000).

Key practices of autocratic leadership include setting strict policies, monitoring employee performance closely, and using reward-punishment mechanisms to ensure adherence to instructions (Iqbal et al., 2015). Leaders employing this style often make decisions independently, expecting team members to follow directives without question. While this approach can lead to efficiency in routine or time-sensitive tasks, it can also result in low employee morale, high turnover rates, and resistance to change if overused or misapplied (Cheng et al., 2004).

Despite these potential drawbacks, autocratic leadership can be effective in organizations with inexperienced or unskilled workers who require close supervision and clear guidance (Eagly & Johnson, 1990). Additionally, in cultural contexts where hierarchical structures and authority are highly respected, autocratic leadership may align with societal norms, leading to smoother operations and fewer conflicts (Hofstede, 2001).

Democratic leadership, also known as participative leadership, is characterized by the active involvement of team members in the decision-making process. Leaders employing this style encourage collaboration, open communication, and shared responsibility, fostering an environment where team members feel valued and empowered (Lewin et al., 1939). Unlike autocratic leadership, where decisions are made unilaterally, democratic leaders seek input from their team before finalizing decisions, creating a sense of ownership and accountability among employees (Bass, 1990).

One of the key practices of democratic leadership is promoting open dialogue and idea-sharing within the team. Leaders actively listen to employees' opinions and provide constructive feedback, ensuring that diverse perspectives are considered (Goleman, 2000). This approach not only improves the quality of decisions but

also strengthens team cohesion and trust. Furthermore, democratic leaders often delegate authority and assign responsibilities based on individual strengths, fostering a culture of accountability and mutual respect (Yukl, 2013).

Another critical practice of democratic leadership is the emphasis on team development and capacity building. Leaders invest in training and professional growth opportunities, enabling team members to enhance their skills and contribute more effectively to organizational goals (Gastil, 1994). By empowering employees, democratic leaders create an environment conducive to innovation and problem-solving.

Democratic leadership is particularly effective in environments requiring creativity, collaboration, and adaptability. Industries such as education, technology, and healthcare often benefit from this style, as it encourages brainstorming, critical thinking, and shared responsibility (Wart, 2012). However, the effectiveness of democratic leadership depends on the team's ability to engage meaningfully in discussions and the leader's skill in balancing inclusivity with timely decision-making (Bhatti et al., 2012).

Despite its advantages, democratic leadership is not without challenges. The decision-making process may become time-consuming, especially when consensus is difficult to achieve (Cherry, 2023). Additionally, if team members lack expertise or motivation, the collaborative approach may yield suboptimal outcomes. Effective democratic leaders must strike a balance between inclusion and decisiveness, ensuring that collaboration does not compromise efficiency.

Laissez-faire leadership, also known as delegative leadership, is characterized by minimal direct supervision, allowing team members significant autonomy in decision-making and task execution. The term *laissez-faire* originates from the French phrase meaning “let do” or “let it be,” reflecting the leader's hands-off approach (Lewin et al., 1939). Leaders employing this style provide the necessary resources and tools but allow employees to operate independently, trusting their competence and expertise to achieve objectives (Bass, 1990).

One primary practice of laissez-faire leadership is empowering team members by granting them freedom to make decisions and manage their tasks with minimal interference. Leaders in this style typically step back from day-to-day operations, intervening only when absolutely necessary or when problems arise (Eagly et al., 2003). This approach is most effective when team members are highly skilled, self-motivated, and capable of managing their responsibilities without constant oversight.

Another key practice is resource allocation and support. While laissez-faire leaders remain detached from routine activities, they ensure that team members have access to the tools, resources, and information required to perform their roles effectively (Skogstad et al., 2007). They act as facilitators rather than directors, stepping in to resolve conflicts or provide guidance only upon request.

Clear communication and well-defined expectations also play a critical role in effective laissez-faire leadership. Although leaders may not closely monitor progress, they must establish clear goals, deadlines, and performance standards to ensure alignment with organizational objectives (Goodnight, 2004). When expectations are poorly communicated, teams may experience confusion, reduced productivity, and a lack of accountability.

Despite its advantages, laissez-faire leadership has certain limitations. When team members lack self-discipline, motivation, or experience, the absence of direct supervision can lead to poor performance, low morale, and missed deadlines (Judge & Piccolo, 2004). Furthermore, a lack of leader involvement may cause employees to feel unsupported or undervalued, particularly in high-pressure situations.

Research suggests that laissez-faire leadership can be highly effective in creative and innovative environments, where team members require freedom to experiment and develop solutions (Chaudhry & Javed, 2012).

Industries such as technology, research and development, and design often benefit from this leadership style due to the emphasis on independence and self-direction.

Transactional leadership is a leadership style focused on structured processes, clear goals, and rewards or punishments to motivate team members and ensure task completion. Rooted in the principles of exchange theory, this style emphasizes a give-and-take relationship between leaders and subordinates, where compliance is rewarded, and deviations are corrected (Burns, 1978). Leaders employing this style prioritize efficiency, performance, and adherence to established procedures and standards (Bass, 1985).

One of the primary practices of transactional leadership is **contingent reward systems**. Leaders use rewards, such as bonuses, promotions, or recognition, to incentivize employees for achieving predefined objectives. These rewards are tied directly to performance outcomes, ensuring a results-oriented approach (Judge & Piccolo, 2004). By setting clear expectations and offering tangible rewards, transactional leaders create a structured and predictable work environment.

Another key practice is **active management by exception**, where leaders monitor team performance closely to identify errors or deviations from established procedures. They intervene proactively to correct issues and prevent minor problems from escalating (Bass & Riggio, 2006). This hands-on approach helps maintain control over operational processes and ensures consistent performance standards.

In contrast, **passive management by exception** occurs when leaders intervene only after problems arise or when performance falls below expectations. While this approach can be effective in situations requiring minimal oversight, it may result in delays in addressing critical issues and lead to reduced team morale over time (Avolio & Bass, 2004).

Clear communication of roles and responsibilities is another essential practice of transactional leadership. Leaders provide precise instructions, define performance metrics, and establish deadlines to minimize ambiguity and ensure accountability (Northouse, 2018). Employees are fully aware of their tasks, expected outcomes, and the consequences of failing to meet expectations.

Transactional leadership also emphasizes **compliance with rules and regulations**. Leaders ensure that team members adhere strictly to organizational policies and procedures, fostering a disciplined and orderly work environment (Yukl, 2013). This practice is particularly effective in industries requiring precision, safety, and regulatory compliance, such as manufacturing, healthcare, and finance.

While transactional leadership is highly effective for achieving short-term goals, it often lacks the flexibility and innovation required for long-term organizational growth (Burns, 1978). Employees may become overly dependent on rewards and lose intrinsic motivation, limiting their creativity and initiative (Bass, 1990).

However, transactional leadership excels in crisis management and structured environments where tasks are routine, roles are clearly defined, and predictability is essential (Antonakis et al., 2003). Leaders employing this style are often seen as reliable, consistent, and goal-oriented, contributing to organizational stability and operational efficiency.

An organization refers to a group of individuals working together towards a common goal, typically under a structured framework. Organizational structure, on the other hand, dictates how tasks are divided, coordinated, and supervised within an organization. This structure impacts efficiency, communication, and decision-making processes (Robinson, 2020).

There are various types of organizational structures, including hierarchical, flat, matrix, and team-based structures. The hierarchical structure, one of the most common, features a clear chain of command with top-

down authority, where roles and responsibilities are well defined (Jones, 2019). In contrast, a flat structure reduces layers of management, promoting open communication and faster decision-making (Mullins, 2018). The matrix structure combines elements of both hierarchical and flat systems, where employees report to multiple managers, thus facilitating collaboration across functions (Daft, 2020).

Effective organizational structure plays a critical role in supporting strategy execution, with firms tailoring their structures to align with specific goals, market conditions, and internal culture (Mintzberg, 1979). For example, a company focused on innovation may prefer a flexible, decentralized structure to encourage creativity and responsiveness (Robinson, 2020).

The concept of organizational structure encompasses several key elements that guide how an organization is designed and how it functions. One of the primary components is **organizational structure**, which refers to the way an organization is divided into units or departments based on various factors such as functions, products, geography, or customer focus. For example, a company may structure itself by product lines, with separate departments for each product (Dreed, 2021). Alternatively, it could be organized geographically to manage operations in different regions (Robinson, 2020), or based on customer segments to cater to the specific needs of diverse client groups (Jones, 2019). This division ensures that resources are utilized efficiently and that teams can focus on their specific areas of expertise, ultimately enhancing operational effectiveness (Mintzberg, 1979).

Another crucial element is the **chain of command**, which establishes the lines of authority and responsibility within the organization. It ensures that each employee understands to whom they report and who they are accountable to, thereby creating a clear hierarchy (Daft, 2020). The chain of command plays a significant role in ensuring proper guidance, effective decision-making, and communication within the organization. Clear communication channels prevent confusion, ensuring that information flows smoothly between all levels of the organization (Mullins, 2018). The chain of command also allows managers to provide the necessary support and supervision to employees, guiding them toward organizational goals and ensuring alignment with the company's strategic objectives (Robinson, 2020).

The distribution of responsibilities refers to the process of allocating tasks and duties among employees in a manner that ensures a balanced workload and optimal resource utilization. It is important that tasks are distributed in a way that maximizes individual strengths while promoting collaboration across teams. An effective distribution of responsibilities helps in avoiding redundancy, ensures that employees are not overwhelmed by excessive workloads, and allows the organization to achieve its goals more effectively (Jones, 2019). Proper delegation of responsibilities also fosters accountability, as employees are aware of their roles and the expectations placed on them (Daft, 2020).

The importance of a well-defined organizational structure cannot be overstated. By clearly defining roles, responsibilities, and lines of authority, organizations can prevent overlap or duplication of work. This not only improves operational efficiency but also ensures that resources are used effectively (Mullins, 2018). An effective structure enables quicker decision-making by streamlining communication and clarifying decision-making processes, reducing bottlenecks that can slow down operations (Mintzberg, 1979). Furthermore, a transparent organizational structure fosters a culture of accountability, as each individual knows their role and the expectations that come with it (Robinson, 2020). This transparency enhances trust within the organization, contributing to a positive work environment and driving overall organizational success (Daft, 2020).

Internal relationships refer to the nature and quality of interactions and relationships among employees within an organization, including those between colleagues and between employees and management. These relationships form the foundation of a cohesive work environment that supports collaboration, trust, and overall organizational success (Abbas, 2017). A critical element of internal relationships is internal communication, which facilitates the effective exchange of information and ideas across different levels and

categories of employees. This communication occurs through both formal channels, such as emails, memos, and meetings, and informal methods like conversations and discussions. Effective internal communication ensures that employees are well-informed about organizational goals, changes, and expectations, improving alignment and performance (Robinson, 2020). Furthermore, it fosters transparency and trust within the organization (Jones, 2019) while enhancing employee engagement by providing a platform for expressing concerns, feedback, and suggestions.

Another vital aspect is cooperation and teamwork. The degree to which an organization encourages collaboration among its employees significantly impacts the achievement of organizational objectives. Teamwork allows employees to pool expertise and resources, solve problems efficiently, and achieve superior outcomes compared to individual efforts (Daft, 2020). Encouraging teamwork also fosters a sense of belonging and collective responsibility, which enhances job satisfaction and morale (Mullins, 2018). Organizations that prioritize cooperation benefit from increased creativity, as diverse perspectives are shared freely within teams (Mintzberg, 1979).

The interaction between departments is equally crucial for organizational success. Effective interdepartmental cooperation facilitates the sharing of knowledge, resources, and best practices, promoting efficiency and enabling the organization to respond flexibly to challenges (Jones, 2019). Strong relationships between departments prevent silos and align all units with the organization's mission and vision, which is essential for sustained growth and success (Robinson, 2020).

The quality of internal relationships plays a pivotal role in cultivating a positive work environment. Healthy internal relationships enhance job satisfaction, productivity, and employee commitment (Abbas, 2017). They also create a collaborative atmosphere where conflicts can be resolved constructively, preventing misunderstandings from escalating into significant issues (Mullins, 2018). Moreover, strong internal relationships encourage innovation and creativity by fostering an environment where employees feel confident sharing new ideas, taking risks, and exploring unconventional solutions (Daft, 2020). Ultimately, robust internal relationships significantly contribute to organizational success by enhancing employee engagement, morale, and overall performance.

Organizational policies refer to the formal rules and procedures that govern the management of work within an organization. These policies address various aspects of employee management, including recruitment, development, motivation, and performance evaluation, ensuring consistency, fairness, and compliance with legal and ethical standards (Al-Muqdad, 2022). Human resources policies, a key component, guide recruitment, training, performance evaluation, compensation, and benefits. Effective recruitment policies ensure the selection of candidates based on skills, experience, and organizational fit (Jones, 2019). Training and development initiatives equip employees with the necessary skills, leading to improved performance and job satisfaction (Robinson, 2020). Compensation and benefits policies, such as competitive salaries and health plans, help attract and retain talent while aligning with industry standards (Mullins, 2018).

Incentive and reward policies recognize and motivate employees for their contributions, using both financial rewards, such as bonuses, and non-financial rewards, like career development opportunities. Transparent and fair incentive systems enhance morale, job satisfaction, and productivity while fostering a positive organizational culture where employees feel appreciated (Daft, 2020; Al-Muqdad, 2022). Additionally, evaluation and review policies establish frameworks for assessing performance at individual and organizational levels. These policies facilitate structured evaluations, constructive feedback, and recognition of achievements, ensuring alignment between individual contributions and organizational objectives (Mintzberg, 1979). They also guide decisions on promotions, bonuses, and other employment matters, promoting fairness and accountability (Mullins, 2018).

The importance of organizational policies lies in providing a clear framework that defines employee rights and responsibilities, minimizing ambiguity and confusion (Al-Muqdad, 2022). Effective policies help build a strong

corporate culture rooted in trust, fairness, and transparency, enhancing employee morale and loyalty. By fostering accountability and compliance, organizational policies mitigate legal risks and unethical behavior, improving overall performance and reputation (Robinson, 2020).

Organizing the work environment is equally critical for productivity, employee engagement, and organizational success. A well-structured environment enables employees to focus on their tasks, reducing distractions and facilitating efficient work processes (Akar, 2020). Employees in organized settings can better understand their responsibilities, enhancing task performance and ensuring timely delivery. This clarity contributes to job satisfaction, reducing turnover rates and fostering loyalty, which benefits organizational stability and reduces recruitment and training costs (Mullins, 2018).

An organized work environment also supports positive relationships between employees and management. Clear communication channels and structured processes foster approachability and responsiveness, building trust and mutual respect. These positive dynamics encourage collaboration and teamwork, enhancing overall organizational cohesion (Daft, 2020). Additionally, an environment that promotes open communication encourages employees to share ideas and opinions without fear of judgment. This openness fosters innovation and creativity, empowering employees to propose solutions and contribute to organizational growth (Akar, 2020).

Leadership practices significantly shape the organization of the work environment, influencing decision-making, communication, skill development, and employee motivation. Different leadership styles—dictatorial, democratic, and free (*laissez-faire*)—impact workplace dynamics in distinct ways, shaping productivity, innovation, and employee satisfaction. Dictatorial leadership practices are characterized by a top-down approach, where leaders make decisions unilaterally with minimal input from employees. This style creates a highly structured and controlled work environment, with communication flowing in one direction and limited opportunities for creativity or participation. While this approach can ensure quick decision-making and clear directives, it may stifle initiative and reduce employee engagement. In such environments, employees often focus on task execution rather than personal growth, as they are guided by specific instructions without encouragement to explore new skills or challenges.

Democratic leadership practices, in contrast, emphasize collaboration and team involvement in decision-making. Leaders adopting this style value employee input, fostering an environment where contributions are encouraged, and team members feel heard and respected. By promoting open communication and participative discussions, democratic leadership enhances employee morale, innovation, and a sense of ownership over outcomes. This approach also nurtures continuous skill development, as employees engage in problem-solving and decision-making, broadening their expertise and capabilities. Leaders act as facilitators, guiding the team toward shared goals while supporting their growth and participation.

Free or *laissez-faire* leadership practices adopt a hands-off approach, granting employees significant autonomy to make decisions, set goals, and manage their tasks independently. This style assumes that employees are self-motivated and capable of managing their responsibilities without constant supervision. It fosters a sense of trust and empowerment, encouraging creativity and self-initiative. However, the lack of structure can lead to challenges for employees who struggle with autonomy or require more guidance. In such environments, skill development is self-directed, with individuals seeking opportunities for personal and professional growth.

Leadership practices also profoundly influence communication and participation. Dictatorial leadership restricts communication to a one-way model, limiting interaction between employees and management. Democratic and *laissez-faire* styles, on the other hand, encourage open communication, fostering environments where feedback and ideas are freely exchanged. Democratic leaders actively seek employee input through discussions, while *laissez-faire* leaders facilitate informal exchanges of ideas among team members, promoting collaboration and innovation.

The impact on skill development varies across leadership styles. Dictatorial leadership often limits opportunities for employees to acquire new skills, focusing instead on task completion and adherence to instructions. Democratic leadership fosters a collaborative learning environment, where employees develop their skills through teamwork and shared problem-solving. Laissez-faire leadership offers the most autonomy, empowering employees to pursue self-directed learning and take ownership of their professional growth. In summary, leadership practices play a pivotal role in shaping the work environment, influencing communication, skill development, and overall employee satisfaction, ultimately determining organizational success.

Conclusions

This study has provided valuable insights into the impact of leadership styles, work engagement, and organizational support within the context of government agencies. Through a comprehensive systematic review of 14 studies selected from an initial pool of 40, this research has confirmed the significant roles that transformational and transactional leadership styles play in shaping organizational outcomes, including employee performance, behavior, and engagement. Furthermore, the findings underscore the critical contribution of organizational support in motivating employees and enhancing their commitment to work.

The results of this study align with existing literature, emphasizing that effective leadership, particularly transformational leadership, fosters a positive work environment by encouraging employee involvement, motivation, and professional growth. On the other hand, transactional leadership, while more directive, also contributes to organizational stability and performance when implemented appropriately. Additionally, the study highlights the importance of organizational support from both managers and the organization itself in promoting work engagement, reinforcing the need for a supportive and flexible work environment.

Overall, the findings offer practical implications for leaders in government agencies and organizations, suggesting that leadership practices should prioritize fostering collaboration, motivation, and transparency to improve employee engagement and organizational effectiveness. The study advocates for the continued integration of transformational leadership practices and the provision of sufficient organizational support as key strategies for enhancing employee satisfaction, performance, and overall organizational success.

In conclusion, this study contributes to the growing body of knowledge on leadership and organizational behavior, offering a deeper understanding of how leadership styles and organizational support can work together to create an environment that fosters employee engagement, satisfaction, and performance. Future research should explore the role of other leadership styles and the influence of cultural factors on work engagement and organizational support within different contexts.

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