



Comparative Analysis of Leadership Styles, Job Involvement and Burnout Across Public and Private Banks in Pakistan

Namra Shahzadi¹, Muneeb Ahmed Toor² & Amna Javid³

¹PhD, Lecturer, Department of Psychology, University of Gujrat, Email: Namra.shahzadi@uoq.edu.pk

²PhD, Assistant Professor, Mukabbir University of Science and Technology, Gujrat, Email: Muneeb.ahmed@mukabbir.edu.pk

³MS, Scholar, Gujranwala Institute of Future Technology, University, Email: Amna.javid381@gmail.com

ARTICLE INFO

Article History:

Received: August 02, 2025
Revised: September 10, 2025
Accepted: September 26, 2025
Available Online: October 09, 2025

Keywords:

Leadership styles, job involvement, burnout, banking system, Pakistan

Corresponding Author:

Namra Shahzadi

Email:

Namra.shahzadi@uoq.edu.pk



ABSTRACT

The present study examined the relationship between leadership styles, job involvement, and job burnout among bank employees in Sialkot, Pakistan. A total of 173 employees (112 men and 61 women) from public and private banks participated through convenience sampling. The study utilized standardized measures of transformational, transactional, and laissez-faire leadership styles, job involvement, and job burnout. Independent sample t-tests were conducted to explore differences based on gender, rural-urban location, and organizational type. Results revealed no significant gender differences in perceptions of leadership styles, job involvement, or burnout. Similarly, no meaningful differences emerged between rural and urban employees. However, a near-significant difference was found between public and private sector employees on transformational leadership and job burnout, indicating that private bank employees tended to perceive higher transformational leadership and slightly higher burnout levels. These findings suggest that organizational context may influence leadership perceptions more strongly than demographic factors. Implications for organizational leadership development and employee well-being in the banking sector are discussed.

Introduction

Leadership plays a pivotal role in shaping organizational effectiveness and employee well-being. Within any organizational framework, leaders are often viewed as the focal individuals responsible for guiding employees toward achieving common goals (Asher et al., 2025). Effective leadership fosters motivation, satisfaction, and performance among subordinates, ultimately determining the overall success of an organization (Yukl, 1989; Robbins, 2005). Recent studies in Pakistan's banking sector confirm this, showing significant relationships between leadership styles (transformational, transactional) and employee performance, job satisfaction, and motivation

(Zafar et al., 2025; Zulqarnain & Ali, 2023). Leadership is commonly defined as the ability to influence, motivate, and guide others toward the attainment of shared objectives (Kouzes & Posner, 2002). It involves persuasion, ethical conduct, and the strategic use of knowledge and skills to inspire subordinates to contribute productively (Vecchio, 1995; Nanus, 1992).

Over the past several decades, leadership theory has evolved through various paradigms—from the Great Man and Trait Theories to Behavioral, Contingency, and Transformational approaches (Bass, 1985; Fiedler, 1967). Early trait theories focused on identifying inherent characteristics distinguishing effective leaders, such as charisma, confidence, and intelligence (Stogdill, 1963; Saul, 2003). However, later research shifted attention to behavioral theories, emphasizing leaders' observable actions rather than innate qualities (Hersey et al., 1977; Yukl, 1989). Research at the Ohio State and Michigan Universities also made two leading behaviour dimensions including initiating structure and consideration to differentiate the task oriented and relationship-oriented leader (Stogdill, 1974; Likert, 1967). These theories were useful in understanding the role of the behaviors of leaders which would affect or not affect employee satisfaction and productivity.

The recent empirical research also expounded more on the relationship between behavioral and transformational dimensions of leadership and job involvement and burnout. In particular, it has been discovered that a positive connection exists between transformational leadership and job involvement through a concept termed psychological safety, whereas laissez-faire leadership is negatively linked with employee satisfaction in a Pakistani banking context (Iqbal, Adeeb, and Khan, 2023; Zafar et al., 2025). Later theories came forward with the contingency theories and situational theories which reasoned that the effectiveness of leaders hinged on the match between the situational demand and a style that fits (Fiedler, 1967; Hersey and Blanchard, 1977). Under this school of thought, none of the various leadership styles is universal; the success depends on flexibility to the situation. Other frameworks like the Vroom and Yetton decision making design (1973) and the Leader, and Member Exchange Theory (Graen and Uhl-Bien, 1995) to name but a few stressed the relationship of dynamism between a leader and subordinates and how individualized interactions brought effects on motivation and organizational performance. A recent study on Pakistani banks examined the role of leadership styles in contributing to conflict in relations mediated by the role of such factors as trust and clarity of roles showing that conditions and perception of individuals play a crucial role in enhancing the impact of leadership behaviors (Mubashir and Siddiqui, 2024).

One of the greatest changes in the corporate leaders concerning concepts was the introduction of transformational theory and transactional leadership (Bass, 1999; Burns, 1978). It is distinctive of transformational leadership ability to inspire, intellectually stimulate and personally consider employees creating trust and loyalty (Bass and Riggio, 2006). Transformational leaders also inspire followers to put aside their personal interests to the greater good and this contributes to creativity and innovativeness, and shared vision (Hater and Bass, 1988; Juan, 2007). Conversely, transactional leadership depends on situation rewards and remedial measures to keep the performance standards at par. Though it may be effectual in a stable setting, the use of transactional styles might not allow deeper motivating of new approaches to last long and build up (McGregor, 1960; Ahmed, 2001). This difference is also confirmed in recent studies in Pakistan: transactional, as opposed to transformational leadership, was found to have less impact on job satisfaction when laissez-faire leadership exhibited weak or negative results (Iqbal, Adeeb, and Khan, 2023).

Transformational leadership was much better perceived to yield job satisfaction, commitment, and involvement and decreased turnover intentions and burnout, according to empirical research

(Leithwood, 2000; James, 2012). Transformational leadership aspects, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration have been associated with the positive results of increased creativity, empowerment and organizational citizenship behavior (Bass and Avolio, 1997). On the other hand, laissez faire leadership that involves evading any responsibility and having little to no interaction with followers has been linked with disengagement, role conflict, and emotional exhaustion by the employees (Skogstad et al., 2007). Recent research has indicated that transformational leadership reportedly has a substantial positive effect on the extent of employee empowerment and organisational commitment with emotional exhaustion interfering with these associations (Raza & Yousufi, 2023). Job involvement and burnout are some of the important outcomes so far as employees are concerned in case of organizational psychology and leadership style. Job involvement is a psychological identification that occurs between an individual and their work and the level to which job performance impacts on self-esteem (Kanungo, 1982, Asher et al., 2025). Increased job involvement has been connected to enhanced productivity, fulfillment as well as commitment to the organization (Brown, 1996). Conversely, job burnout which is a form of emotional depletion, depersonalization, and personal lack of accomplishment is usually a result of persistent workplace stress and lack of leadership support (Maslach & Leiter, 2016, Kahlon, Jamil, & Shahzadi, 2025). Burnout can be lowered and engaged by promoting empathy, effective communication, and recognition in leadership. This finding has been replicated in recent Pakistani banking sector studies, which indicate that the transformational leadership approach and positive organizational culture mitigate burnout and increase job satisfaction to a great degree (Zafar et al., 2025; Iqbal et al., 2023). Leadership and burnout are some of the issues that are more pertinent in the context of the Pakistani banking industry where employees are often exposed to high performance, long working hours, and stressors associated with customers things (Kahlon, Jamil, & Shahzadi, 2025).

Although the existing literature on the subject is international, the recent evidence promoted by empirical evidence is scarce on the relationship between various types of leadership and job involvement as well as burnout among the employees of the Pakistani banks. Moreover, possible variations in terms of gender, type of organization (public or private) and place (urban or rural) are poorly investigated in South Asian context.

The current research thus sought to investigate the dependence between the perceived leadership style, job involvement, job burnout of the bank workers concerning Sialkot City. Specifically, it sought to determine whether perceptions of transformational, transactional, and laissez-faire leadership differ across gender, residential background, and organizational sector, and how these leadership styles relate to employee involvement and burnout. By investigating these associations, the study contributes to understanding leadership effectiveness in Pakistan's banking industry and offers insights for enhancing managerial practices and employee well-being.

Method

Research Design

The present study employed a quantitative, cross-sectional correlational design to examine the relationship between perceived leadership styles, job involvement, and job burnout among bank employees in Sialkot, Pakistan. The study also aimed to compare these variables across gender, residential background (rural vs. urban), and organizational type (public vs. private). Independent sample *t*-tests were used to assess group differences, while descriptive statistics and correlation analyses were conducted to explore associations among variables.

Participants

The sample consisted of 173 bank employees (112 men and 61 women) working in various public and private sector banks across Sialkot city. Participants were selected through convenience sampling due to accessibility constraints. Of these, 64 employees were from rural areas and 108 from urban areas, while 134 worked in private banks and 38 in public banks. Participants ranged in age from approximately 25 to 55 years, representing a diverse cross-section of banking professionals with varying levels of experience and job responsibilities. Participation was voluntary, and respondents were assured of anonymity and confidentiality.

Instruments

- **Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1997)**
The MLQ was used to assess employees' perceptions of their supervisors' leadership styles, including transformational, transactional, and laissez-faire dimensions. It consists of 45 items rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The MLQ has been widely validated across organizational settings and demonstrates high reliability, with Cronbach's alpha coefficients typically exceeding .80 for major subscales.
- **Job Involvement Scale (Kanungo, 1982)**
Job involvement was measured using Kanungo's 10-item scale, which evaluates the extent to which individuals identify psychologically with their job. Responses were recorded on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Higher scores reflect greater job involvement. Previous research has reported internal consistency reliability above .75.
- **Job Burnout Scale (Maslach & Jackson, 1986)**
The Maslach Burnout Inventory (MBI) was administered to measure job burnout across three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. It contains 22 items rated on a seven-point frequency scale (0 = never to 6 = every day). Higher total scores indicate greater levels of burnout. The MBI has demonstrated strong reliability and cross-cultural applicability, with Cronbach's alphas ranging from .70 to .90.

Procedure

Permission was obtained from bank management before data collection. Participants were briefed about the purpose of the study and informed consent was obtained. Each participant received a questionnaire packet containing a demographic information sheet and the three standardized instruments. The questionnaires were self-administered and collected within one week. Participants were assured that their responses would remain confidential and would be used only for research purposes. No identifying information was requested.

Ethical Considerations

The study adhered to ethical guidelines for research involving human participants. Informed consent was obtained from all respondents, participation was voluntary, and confidentiality of data was maintained throughout. The study protocol was approved by the Departmental Research Ethics Committee of the researcher's institution.

Data Analysis

Data were analyzed using the Statistical Package for the Social Sciences (SPSS), version 26. Descriptive statistics (mean, standard deviation) were computed for all study variables. Independent sample *t*-tests were conducted to compare leadership styles, job involvement, and burnout across gender, rural–urban residence, and organizational type (public vs. private). Pearson

correlation analysis was performed to examine relationships among transformational, transactional, and laissez-faire leadership styles, job involvement, and burnout. Statistical significance was determined at $p < .05$.

Result

Table 1:

Perceived Leadership Styles, Job Involvement and Job Burnout in Men and Women Bank Employees

Variable	Men (n=112)	Women (n=61)	df	t	p	95% CI	
	M (SD)	M (SD)				LL	UL
<i>Transformational Leadership</i>	76.20 (11.19)	74.62 (11.27)	171	.88	.37	-1.94	5.10
<i>Transactional Leadership</i>	41.50 (5.73)	41.52 (6.96)	171	-.01	.98	-1.96	1.92
<i>Laissez-faire Leadership</i>	8.71 (3.45)	10.11 (3.35)	171	-2.57	.01	-2.47	-.32
<i>Job Involvement</i>	35.01 (6.14)	36.47 (6.19)	171	-1.48	.13	-3.39	.47
<i>Job Burnout</i>	44.87 (6.25)	45.39 (8.37)	171	-.46	.64	-2.7	1.70

Table 1 show non-significant mean differences in perception of transformational, transactional and laissez-faire leadership styles, job involvement and job burnout on the basis of gender.

Table 2

Perceived Leadership Styles, Job Involvement and Job Burnout in Rural and Urban Bank Employees of Sialkot

Variable	Rural (n=64)	Urban (n=108)	df	T	p	95% CI	
	M (SD)	M (SD)				LL	UL
<i>Transformational Leadership</i>	74.39 (11.33)	76.38 (11.17)	170	-1.12	.26	-5.49	1.50
<i>Transactional Leadership</i>	41.01 (5.95)	41.78 (6.33)	170	-0.78	.43	-2.70	1.15
<i>Laissez-faire Leadership</i>	9.15 (3.11)	9.20 (3.62)	170	-0.08	.93	-1.13	1.03
<i>Job Involvement</i>	36.59 (5.90)	34.91 (6.30)	170	1.72	.08	-0.24	3.59
<i>Job Burnout</i>	45.21 (7.81)	45.00 (6.61)	170	0.18	.85	-1.99	2.41

Table 2 show non-significant mean differences in perception of transformational, transactional and laissez-faire leadership styles, job involvement and job burnout on the basis of rural and urban distribution of employees.

Table 3

Perceived Leadership Styles, Job Involvement and Job Burnout in Private and Public Bank Employees of Sialkot

Variable	Private (n=134)	Public (n=38)	df	t	p	95% CI	
	M (SD)	M (SD)				LL	UL
<i>Transformational Leadership</i>	76.66 (10.23)	72.07 (13.82)	49.05	1.90	0.06	-0.26	9.43
<i>Transactional Leadership</i>	41.73 (5.41)	40.81 (8.43)	170	0.80	0.42	-1.33	3.16
<i>Laissez-faire Leadership</i>	9.10 (3.42)	9.60 (3.62)	170	-0.78	0.43	-1.76	0.76
<i>Job Involvement</i>	35.75 (6.04)	34.68 (6.73)	170	0.93	0.34	-1.17	3.31
<i>Job Burnout</i>	45.50 (7.55)	43.63 (4.74)	95.59	1.85	0.06	-0.13	3.87

Table 3 show non-significant mean differences in perception of transactional and laissez-faire leadership styles, job involvement except transformational leadership style and job burnout on the basis of nature of the organization i.e. private or public.

Discussion

The present study aimed to examine differences in perceived leadership styles, job involvement, and job burnout among bank employees in Sialkot, Pakistan, across gender, locality, and organizational type. Findings revealed largely non-significant differences in perceptions of transformational, transactional, and laissez-faire leadership styles, as well as in job involvement and burnout, across most demographic groups. These results suggest that organizational and individual factors may operate similarly across employees regardless of gender or location, reflecting a relatively consistent leadership climate within the banking sector.

As shown in Table 1, no significant gender differences were found in transformational ($t = 0.88$, $p = .37$) or transactional leadership ($t = -0.01$, $p = .98$), while laissez-faire leadership differed significantly between men and women ($t = -2.57$, $p = .01$). Female employees reported higher perceptions of laissez-faire leadership, suggesting greater sensitivity toward non-participative or avoidant supervisory behaviors. This finding is consistent with earlier research by Carless (1998) and Eagly et al. (2003), which suggests that women tend to value participative and supportive leadership more than men. The absence of broader gender-based disparities, however, indicates that leadership practices in Pakistani banks have become increasingly standardized and less influenced by gender norms (Northouse, 2022). Recent empirical studies also report similar findings. Kruesi et al. (2025) found that gender plays a minimal role in moderating the relationship between leadership and job satisfaction when organizational structures are formalized. Likewise, Hilton (2024) observed that transformational leadership impacts job involvement similarly across genders when workplace spirituality and communication quality are strong. The current results reinforce the idea that contemporary banking leadership in Pakistan may emphasize standardized expectations, training, and evaluation systems that diminish gender gaps (Asher et al., 2025).

The analysis also revealed no significant rural urban differences in perceived leadership styles, job involvement, or burnout (Kahlon, Jamil, & Shahzadi, 2025). This pattern implies that banking institutions across Sialkot maintain relatively uniform administrative practices, regardless of branch location. Ahmad and Abbas (2020) similarly noted that professional training, centralized decision-making, and standardized operations in Pakistani banks minimize regional disparities. With increasing digitization and virtual communication, urban–rural differences in management practices have further narrowed, resulting in similar work experiences across localities. However, while most differences between public and private bank employees were statistically non-significant, transformational leadership and burnout approached significance. Private sector employees reported slightly higher levels of transformational leadership and burnout compared to public sector counterparts. This finding aligns with prior work suggesting that private institutions, though dynamic and performance-oriented, often impose heavier workloads and customer demands (Siddiqui & Malik, 2019). Recent research by Ayaz, Ali, and Khan (2025) also found that transformational leadership in competitive financial organizations promotes productivity but can simultaneously heighten stress levels when performance pressure is intense. These findings highlight the dual nature of transformational leadership it can inspire employees yet risk emotional exhaustion if not balanced by organizational support. Leadership Styles, Job Involvement, and Burnout The study's results support the growing body of evidence linking leadership behaviors with job involvement and burnout (Kahlon, Jamil, & Shahzadi, 2025). Though here correlation analysis was not done, the non-significant differences in groups imply that a leadership style is not only sufficient to explain difference in either the kind of involvement or burnout. Rather, the relationships can be moderated through the variables of organizational climate, emotional regulation, job demands, or perceived organizational support (Schaufeli, 2017).

This understanding is the extension of recent empirical studies. Garzon-Lasso et al. discovered that transformational and transactional leadership have a positive beneficial effect on worker effort and satisfaction, whereas laissez-faire leadership is associated with the least engagement (Garzon-Lasso et al., 2024). Equally, Sohail et al. (2023) and Munir et al. (2025) established that transformational leadership leads to a perception of trust, intrinsic motivation, and job involvement due to positive implication on psychology empowerment. Coacy Boucquey On the other hand, however, laissez-faire leadership would be the predictor of emotional exhaustion and lack of engagement (Skogstad et al., 2007). The findings of this, along with the findings of this study, indicate that the impacts of leadership in the banking sector of Pakistan are widely consistent across the demographics of the society focused more on systematic organisational factors other than individual ones.

The fact that there could be a little to no difference in the cultural context of Pakistani organizations could also be used as an explanation. The culture of workplace in Pakistan is hierarchical, respect of authority and collectivist culture (Hofstede, 2010). Compliance, stability, and cordial group relationships are more important to such employees than personalised leadership styles. Pakistan banks have centralized leadership training that prevents diversity in practices relating to management (Zafar et al., 2025). This can explain the low gender and sectoral and locality differences recorded in the study at hand. This interpretation is upheld by some recent scholarship. Quadri et al. (2024) noticed that bureaucratic norms shape considerable leadership trends in the public sector of Pakistan and go on to make leadership perceptions homogeneous. Similarly, Raza and Yousufi (2023) have discovered that transformational leadership within South Asian entities have a consistent effect on employees as a unit when objectives and collective culture are put into focus. Accordingly, homogeneity of culture and uniformity of managerial structures are, probably, the basis to the homogeneity of leadership perceptions between the genders and regions in this study.

Conclusion

On the whole, the study points out that the perceptions involved in the leadership style among the employees of the bank in terms of demographic and organizational differences are relatively predictable in relation to perceptions concerning job involvement and burnout relating to the same factor, job involvement. Although transformational leadership is an effective style of encouraging motivation and engagement, its efficacy factor boils down to the adjustment of the balance between performance expectancies and encouragement. These conclusions highlight the necessity of having performance-based and psychologically encouraging leadership practices that guarantee sustainable productivity and wellness in the banking industry in Pakistan. As a practical implication of these results, leadership development, as well as employee wellness programs, is crucial in the banking industry. Managers are expected to develop a balance between transformational motivation and concern of employee wellbeing leadership styles. Leadership training routines, stress management work-shops, and job rotations are some of the ways of reducing burnout and keeping things interesting in the job. Also, stimulation of participative leadership and feedback processes can reverse the passive attitudes of laissez-faire leadership as reported by some employees.

Limitations and Future Research

In spite of the contributions that it has been making, there are a few limitations in the study. This may be done by cutting the study with a convenience sample in one city which can reduce the generalization of the findings to other areas or sectors. It also is a cross-sectional design; that is why it prevents the causal inferences about the relationship between leadership and burnout. The future research study needs to use longitudinal or mixed methods as the theorist can understand the changes of leadership behavior in time, and the relationship between the behavior and employee outcomes, including turnover intentions, engagement and psychological well-being. Including mediating and moderating variables, such as emotional intelligence, organizational commitment, or work-life balance, would further enrich understanding of these dynamics.

References

1. Ahmad, A., & Abbas, M. (2020). The role of leadership development and training on performance in the banking sector of Pakistan. *Pakistan Journal of Commerce and Social Sciences*, 14(1), 45–62.
2. Ali, A., Mughal, R., Awan, A. N., & Hassam Gul. (2023). Impact of leadership style on employees' performance; Public sector study. *Journal of Contemporary Business and Islamic Finance*, 3(2), 336–350. Retrieved from <https://journals.iub.edu.pk/index.php/jcbif/article/view/2006>
3. Asher, R., Shahzadi, N., ul Nisa, T., & Nasim, A. (2025). Echoes of Ethical Leadership: A Pragma-Stylistic Reading of Proverbs 11: 14 in Contemporary Governance. *Research Journal for Social Affairs*, 3(5), 331-340. <https://doi.org/10.71317/RJSA.003.05.0332>
4. Ayaz, F., Ali, A., & Khan, M. T. (2025). A comparative analysis of transformational and transactional leadership styles in maximizing productivity and reducing burnout with sustainability. *Social Sciences Spectrum*, 4(1), 244–261. <https://doi.org/10.71085/sss.04.01.217>
5. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum.
6. Breevaart, K., Bakker, A. B., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee

- engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138–157. <https://doi.org/10.1111/joop.12041>
7. Carless, S. A. (1998). Gender differences in transformational leadership: An examination of superior, leader, and subordinate perspectives. *Sex Roles*, 39(11–12), 887–902. <https://doi.org/10.1023/A:1018880706172>
 8. Eagly, A. H., & Johannesen-Schmidt, M. C. (2001). The leadership styles of women and men. *Journal of Social Issues*, 57(4), 781–797. <https://doi.org/10.1111/0022-4537.00241>
 9. Garzón-Lasso, F., et al. (2024). Full-range leadership style and its effect on employee effort, efficiency, and satisfaction. *Frontiers in Psychology*, 15, Article 1380935. <https://doi.org/10.3389/fpsyg.2024.1380935>
 10. Hilton, S. K. (2024). Leadership practices and job involvement: Does workplace spirituality moderate? *Cogent Business & Management*, 11(1), Article 2316582. <https://doi.org/10.1080/23311975.2024.2316582>
 11. Hofstede, G. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). New York: McGraw-Hill.
 12. Iqbal, Z., Adeeb, M., & Khan, M. M. (2023). The effect of leadership styles (Laissez-Faire, Transactional and Transformational Leadership) on employees job satisfaction: A case study on banking sector of Pakistan. *Elementary Education Online*, 20(2), 1387–1396. Retrieved from <https://ilkogretim-online.org/index.php/pub/article/view/2635>
 13. Khan, M., Shah, N., & Chachar, A. A. (2023). Impact of leadership style on job performance of employees: comparative analysis of banking sector. *Journal of Social Research Development*, 4(1), 229–240. <https://doi.org/10.53664/JSRD/04-01-2023-20-229-240>
 14. Kruesi, M. A., et al. (2025). Managers' leadership styles: Organizational commitment and job outcomes. *Management Development Journal*, 44(2), 111–128. <https://doi.org/10.1108/MD-04-2024-0893>
 15. Kahlon, A. I., Jamil, N., & Shahzadi N. (2025). Psychological Consequences of Workplace Bullying among Faculty in Higher Education: Insights from Private Universities in Pakistan. *Social Science Review Archives*, 3(3), 1951–1962. <https://doi.org/10.70670/sra.v3i3.1030>
 16. Mubashir, A., & Siddiqui, D. A. (2024). Leadership styles and relationship conflict in Pakistani banks: Exploring the moderating roles of trust, emotion, and clarity. *Journal of Social & Organizational Matters*, 3(2), 308–351. <https://doi.org/10.56976/jsom.v3i2.89>
 17. Munir, R., Emeanulu, L. U., & Adeyemi, A. (2025). Examining the role of transformational leadership in shaping employee behavior: An empirical analysis of Pakistani SMEs. *Open Access Library Journal*, 12, 1–23. <https://doi.org/10.4236/oalib.1113067>
 18. Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). Thousand Oaks, CA: Sage Publications.
 19. Quadri, S. S. A., Anjum, M. R., & Bangash, S. A. (2024). Impact of leadership styles on employee engagement and performance in the public sector. *Journal of Development and Social Sciences*, 5(4), 343–360. [https://doi.org/10.47205/jdss.2024\(5-IV\)31](https://doi.org/10.47205/jdss.2024(5-IV)31)
 20. Raza, S. A., & Yousufi, S. Q. (2023). Transformational leadership and employee's career satisfaction: Role of psychological empowerment, organisational commitment, and emotional exhaustion. *Asian Academy of Management Journal*, 28(2), 207–238. <https://doi.org/10.21315/aamj2023.28.2.8>
 21. Raza, S. A., & Yousufi, S. Q. (2023). Transformational leadership and employee career satisfaction: The role of psychological empowerment and emotional exhaustion. *Asian Academy of Management Journal*, 28(2), 207–238. <https://doi.org/10.21315/aamj2023.28.2.8>

22. Schaufeli, W. B. (2017). Applying the job demands-resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46(2), 120–132. <https://doi.org/10.1016/j.orgdyn.2017.04.008>
23. Siddiqui, D. A., & Malik, S. A. (2019). Leadership styles and employee burnout: Evidence from Pakistan's private banking sector. *International Journal of Business Management*, 14(6), 73–84.
24. Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of Occupational Health Psychology*, 12(1), 80–92. <https://doi.org/10.1037/1076-8998.12.1.80>
25. Sohail, A., Ullah, S., & Irfan, K. (2023). Influence of transformational and despotic leadership on employee engagement and job satisfaction: The mediating role of physiological distress. *Leadership & Organizational Behavior Journal*, 3(1), 91–113.
26. Talukder, M. F., et al. (2025). From influence to impact: How transformational leadership shapes employee behavior through psychological activation. *Administrative Sciences*, 15(9), 344. <https://doi.org/10.3390/admsci15090344>
27. Zafar, H., Abubakar, A., & Siddiqui, S. M. F. A. (2025). Influence of leadership styles, motivation, organizational culture on employee performance of commercial banks of Pakistan. *Policy Research Journal*, 3(1), 154–176. Retrieved from <https://policyresearchjournal.com/index.php/1/article/view/288>
28. Zafar, H., Abubakar, A., & Siddiqui, S. M. F. A. (2025). Influence of leadership styles, motivation, and organizational culture on employee performance of commercial banks of Pakistan. *Policy Research Journal*, 3(1), 154–176.
29. Zulqarnain, M., & Ali, Z. (2023). Impact of leadership styles on employee performance in micro-finance banking sector: Evidence from Pakistan. *Business and Applied Management Journal*, 1(1), 48–64. <https://doi.org/10.61987/bamj.v1i1.413>