



WORKPLACE BEHAVIOUR, MOTIVATION, AND LEADERSHIP DYNAMICS: AN ORGANIZATIONAL BEHAVIOUR STUDY

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Abstract

The correlation of workplace behaviour, motivation, and the dynamics of leadership is critical to enhancing the effectiveness and well-being of organisations and employees. This paper explores the links between workplace behaviour, employee motivation, and leadership-related organizational practices based on the data on the human resources at an employee level. It utilized a quantitative and cross-sectional research design based on the use of an open-access dataset that included anonymized records of 15,787 employees. Job satisfaction was used to measure employee motivation and workload indicators, working hours and organizational tenure were used to measure workplace behaviour. The performance evaluation, promotion, compensation and departmental affiliation were used as the measures of leadership dynamics. To investigate the relationship between the study variables, descriptive, correlational and comparative studies were performed. The results suggest that job satisfaction levels are less in high work load and long tenure periods implying that behavioural requirements can destroy worker motivation. Conversely, employee satisfaction was positively correlated with promotion and compensation practices in leadership, indicating the motivation value of reward and career progression systems. The performance assessment was associated more closely with the behaviour related to productivity than motivational results, which suggests a possible discrepancy in the priorities of managers. The research has added to literature on organizational behaviour by showing how leadership relations anchored in organizational practices influence employee motivation and behavior at the workplace. The results have a practical implication on how to design managerial systems that facilitate performance and employee well-being.

Keywords: Workplace behaviour; Employee motivation, Leadership dynamics, Job satisfaction, Organizational behaviour

1. Introduction

Organizations are finding themselves appreciating the fact that behaviour of the employees, motivation and leadership dynamics are core to the organizational performance and sustainability as well as long-term

performance. With work environment becoming more dynamic and performance based, employees have to cope with competing demands, increased workloads and changing managerial demands. Leadership is very instrumental in the process of how employees perceive these pressures which affects the level of behavioural engagement and motivation. The meta-analytic evidence indicates that leadership style based on authenticity and transformational attributes have a significant impact on the attitude and behaviour of employees, and the dynamics of leadership has a strong influence on the organizational system (Banks et al., 2016).

Workplace behaviour is the observable activities of employees such as handling their workload, using time, assigning responsibilities to workers and reaction to organisational needs. There has been more focus on the impact of heavy or incorrectly handled workloads on the employee well being and performance. Empirical studies draw the difference between self-initiated workload and organizational structure-initiated workload, as the latter is more markedly linked to stress and adverse behavioural patterns (Laurence et al., 2016). Such behavioural forces may affect the manner in which workers spend energy, pursue activities, and long term commitment to their organizations. Perception of fairness in the workplace also influences employee behaviour especially when the managers practice change over time. Even where fairness exists, inconsistent use of organizational justice has been found to increase stress levels and destabilize behaviour in employees (Matta et al., 2017). Such results imply that consistent and predictable managerial behaviour is vital in sustaining positive behavioural trend within organisations.

Employee motivation has been a pillar of organization behaviour studies, commonly measured by job satisfaction and psychological involvement. The Job Demands Resources model is the well-known theoretical framework of approaching the interactions of job demands, including workload and time pressure, with the organizational resources and their effects on motivation and well-being (Bakker and Demerouti, 2017). Job demands that surpass resources can result in decreased motivation, disengagement and dissatisfaction among employees. One contextual factor that has been found to influence motivational outcomes is leadership that affects the design of work, evaluation practices, and reward systems. Specifically, transformational leadership has been linked to improved employee performance via various motivational routes, such as amplified meaning and involvement of work (Ng, 2017). Such motivational processes go beyond the official job duties and lead to discretionary behaviours that are organisational benefits. Motivation can also be expressed in the form of organizational citizenship behaviours, where employees are willing to go beyond the scope of the job. Meta-analytic studies prove that leadership behaviours can affect such results by creating psychological conditions and motivation orientations among employees (Nohe and Hertel, 2017). This brings out the interrelation of leadership, motivation and workplace behaviour.

Leadership dynamics involve leadership styles and organizational practices that leadership is practiced. In addition to transformational leadership, ethical, authentic, and servant leadership styles were demonstrated to explain distinct variance in employee results, indicating that several leadership mechanics exist in organizations (Hoch et al., 2018). Managerial decisions based on performance, promotion and compensation are often mirrored in these dynamics. Job satisfaction is an acute product of leadership success and is tightly connected to commitments and involvement of employees. Studies show that job involvement mediates satisfaction and organizational commitment, and that leadership practices are important in helping meaningful work engagement (Ćulibrk et al., 2018). Leadership decisions in the applied field also influence the performance of tasks as well as the emotional attachment of the employees to their work. Recurrent data on leadership and health care settings also show leadership styles have an impact on workplaces and worker outcomes at different levels of organization, and the significance of leadership dynamics in workplace experiences (Cummings et al., 2018). These results justify the study of leadership as an organizational process but not as an interpersonal phenomenon.

The workload-employee results correlation is a complicated phenomenon because not every work related challenge is directly harmful. Meta-analysis studies combine both challenge and hindrance stressors and have revealed that when demands are too high and go beyond the coping ability of the employees, motivation is hindered and thus, obstacles the performance of the employee (Mazzola and Disselhorst, 2019). This difference is especially applicable in high-perform work environments. Organizational policies that promote the work-life balance also affect the behaviour at the workplace. The family-friendly policies have been found to impact positively on employee satisfaction and behavioural outcomes and where leadership supports them (Feeney and Stritch, 2019). The social support also modulates the connection between work and family demands, lowering conflict and improving the well-being of employees (French et al., 2018). According to recent studies, the factors of challenge stressors may become either encouraging or harmful

depending on the context and individual circumstances and justify the necessity to consider workload and leadership practices as one (Rosen et al., 2020). Workload balance perceptions also have been reported to have a direct impact on job satisfaction, highlighting the motivational implications of managerial workload assignment (Inegbedion et al., 2020).

The main aim of this research is to investigate how behaviour in the workplace, employee motivation and leadership processes are related within an organization setup. Namely, this paper examines the role of workload characteristics and behavioural patterns on employee motivation, which manifests through job satisfaction. It also aims to determine the effect of organizational practices related to leadership, such as performance review, promotion and payment on motivational outcomes. The study also seeks to offer empirical evidence on the impact of organizational practices on employee experiences and work outcomes by incorporating aspects of behaviour and leadership.

2. Methodology

2.1 Research Design

The research design used in this study is a quantitative and cross-sectional research design and studied the links between workplace behaviour, employee motivation and the dynamics of leadership in an organizational context. The chosen methodology was a quantitative one that would allow the systematic study of the relationships between more than two variables in an organization through the use of some objective and standardized measures. The cross-sectional design enabled the study of behavioural and motivational trends among employees at one instance, which is suitable in determining the structural and managerial effects in organisations.

2.2 Data Source

The information, that was used to compile this study, was taken from the employee based human resource data set, which included anonymized organizational record data. The data set contains the variables associated with employee satisfaction, workload features, performance reviews, salary, promotion record, service record, and employee departmental record (RedPen12, 2018). An application of secondary data offered access to actual information in an organization and reduced the bias of common method and ensured consistency in all observations in the measurement.

2.3 Sample Characteristics

The last sample included 15,787 workers who were selected in various organizational departments. No missing data was observed in the process of data screening and all observations were complete. The sample was very varied in terms of workload intensity, tenure, compensation level and the performance evaluation scores thus presenting a strong empirical foundation of analyzing workplace behaviour, motivation and leadership related organizational practices.

2.4 Measures

Job satisfaction level was used to operationalize employee motivation referring to the overall affective and cognitive evaluation of the working experience of employees. Job satisfaction is considered to be one of the most important signs of motivation and employee well-being in the context of organizational behaviour research. The objective measures that captured the workplace behaviour were indicators of engagement and work patterns of employees such as workload, time investment, and the length of stay of the employees in the organization. These variables reflect behavioural characteristics of involvement of employees in the organization. Instead of perceptual leadership style, organizational and managerial practices were considered to be the conceptualization of leadership dynamics. Leadership decision-making, reward systems, and managerial structures reflecting the employee experiences and outcomes were reflected in terms of performance evaluation scores, promotion history, salary level, and departmental affiliation.

2.5 Data Screening and Preparation

The data was analyzed systematically before statistical analysis to be accurate and fit to be analyzed. Types of variables were checked, the categorical variables were coded appropriately and the continuous variables were evaluated in terms of distributional properties. Descriptive statistics and are used to determine the possible outliers and measure variability using graphical methods. The data proved to be acceptable in major

variables and no observations needed to be omitted and this proved the appropriateness of the data to be further analyzed.

2.6 Analytical Procedure

The analysis was done in an orderly way. The initial statistics were descriptive to summarize the central tendencies and dispersion of motivation, workplace behaviour, and variables that concerned leadership. Correlation analysis was then done to study the associations between employee satisfaction, indicators of work load, performance evaluation, compensation and tenure. Comparative analyses were then done to determine the difference in employee motivation based on the department, salary level, and promotion status. The pattern of data visualization was also employed to support the interpretation and improve the way the organization patterns are presented.

3. Results

3.1 Descriptive Statistics

To summarize the variables of employee motivation, workplace behaviour, and leader related variables, descriptive analysis was performed. The findings are that job satisfaction within the organization has moderate to high levels with high variance in workload, performance evaluation and tenure. The average work rate of the employees was around 201 hours/month and they were allocated an average of about four projects. The scores in performance evaluation revealed moderate dispersion which indicated significant difference in managerial practices of assessment. Table 1 shows the descriptive statistics to give a clear picture of central tendencies and variability of the key study variables.

Table 1. Descriptive Statistics of Key Study Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Job Satisfaction	0.61	0.25	0.09	1.00
Performance Evaluation	0.72	0.17	0.36	1.00
Number of Projects	3.80	1.23	2.00	7.00
Average Monthly Hours	201.05	49.94	96.00	310.00
Time Spent in Company (years)	3.50	1.46	2.00	10.00

Table 1 indicates that although the average satisfaction rates are comparatively high, the employees report a significant variation in the workload and period of organizational employment, which proves the topicality of researching the behavioural and leadership-related impacts. To further explain the general pattern of employee motivation, there is a graphical representation of the level of satisfaction as exhibited in Figure 1.

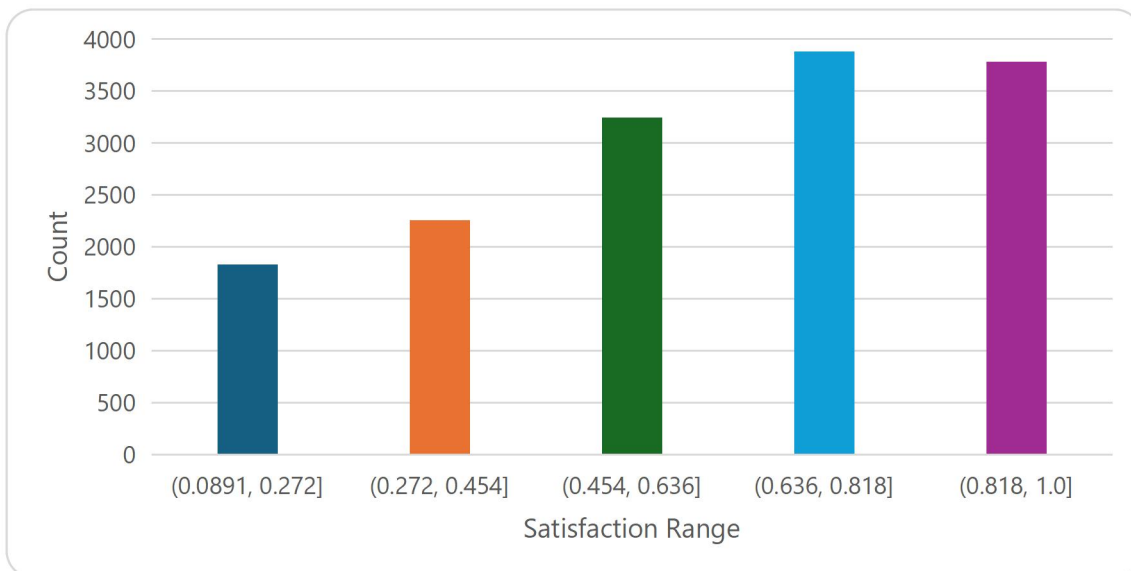


Figure 1. Distribution of Employee Satisfaction Levels

According to Figure 1, the majority of employees are in the moderate-to-high satisfaction bracket, with a significant number of employees expressing relatively low levels of satisfaction, and this could be a pointer of motivation issues in the organization.

3.2 Workplace Behaviour and Employee Motivation

After the descriptive analysis, the correlation between indicators of workplace behaviour and the motivation of the employees was studied. The correlation analysis was carried out to determine the relationship between workload, work intensity, and tenure with job satisfaction. The relationship between job satisfaction and project assignment number and organizational tenure was negatively related indicating that the higher the workload and the greater the time spent in the organization, the lower the motivation may be. The satisfaction and average monthly working hours had a weak correlation, which means that the intensity of work alone might not be a key factor in employee motivation. Table 2 shows the correlation outcomes of the main variables of motivation and key workplace behaviour.

Table 2. Correlations Between Workplace Behaviour and Motivation

Variable	Satisfaction	Evaluation	Projects	Monthly Hours	Tenure
Satisfaction	1.00	0.11	-0.14	-0.02	-0.10
Evaluation	0.11	1.00	0.35	0.34	0.13
Projects	-0.14	0.35	1.00	0.42	0.20
Monthly Hours	-0.02	0.34	0.42	1.00	0.13
Tenure	-0.10	0.13	0.20	0.13	1.00

As Table 2 shows, workload-related variables have a significant correlation and that project load, specifically, has a significant negative correlation to employee satisfaction. In order to visualize these findings, Figure 2 demonstrates the relationship between the project load and the employee satisfaction.

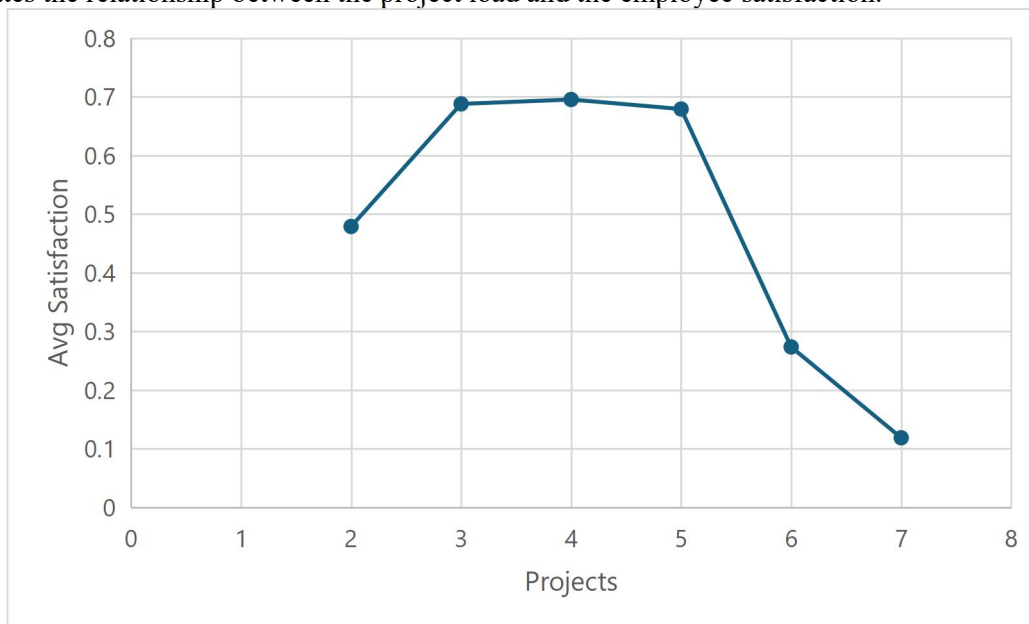


Figure 2. Relationship Between Project Load and Employee Satisfaction

Figure 2 shows that the employee satisfaction is decreasing with an increment in the number of the assigned projects adding evidence to the negative correlation in the correlation analysis.

3.3 Leadership Dynamics and Motivation Outcomes

To test the dynamics of leadership, employee satisfaction was measured among leadership related organizational practices such as level of salary and promotion status. The variables are an indicator of rewards and career growth in leadership decision-making. Employees that had been promoted in the past five years also indicated significantly greater satisfaction when compared to those who had not gotten promotions in the recent past. Likewise, the level of satisfaction among workers in the upper pay brackets was more than those in the lower pay brackets, which shows the motivational aspect of reward and promotion systems. Table 3 includes mean levels of satisfaction on leadership related categories.

Table 3. Employee Satisfaction by Leadership Practices

Leadership Indicator	Category	Mean Satisfaction
Salary Level	Low	0.60
	Medium	0.62
	High	0.64
Promotion (Last 5 Years)	No	0.61
	Yes	0.66

As shown in Table 3, there were evident disparities in employee satisfaction linked with the organizational practices that were driven by leadership, especially in promotion and compensation decision-making. In an attempt to support the above motivation caused by career advancement further, a comparison of the level of satisfaction with status of promotion has been depicted in Figure 3.



Figure 3. Employee Satisfaction by Promotion Status

Figure 3 is a visual reinforcement indicating the positive relationship between promotion and employee motivation, whereby decisions by the leadership regarding advancement are highly correlated with satisfaction outcomes.

3.4 Integrated Organizational Patterns

In addition to personal relationships, patterns that were integrated in units of organizations were studied. Performance evaluation scores were only positively correlated with the workload measurements which were project assignments and working hours but not with job satisfaction. This implies that managerial assessment practices give more value to productivity-based behaviours as opposed to motivational results. Further, differences in the level of satisfaction were also found between departments, meaning that leadership practices and workplace behaviour differ significantly in relation to organizational settings. In order to demonstrate these differences, the variation of employee satisfaction at a departmental level is shown in Figure 4.

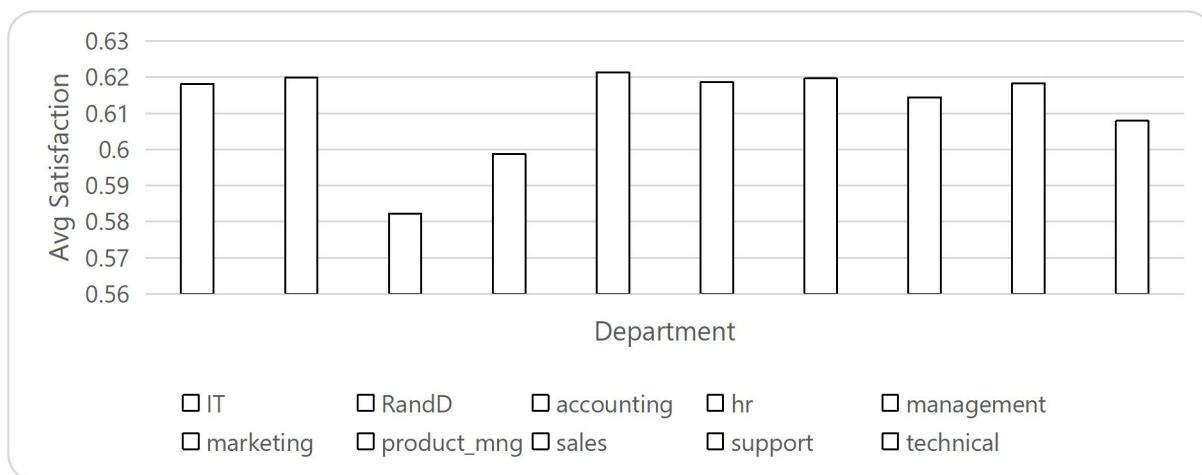


Figure 4

e 4. Departmental Differences in Employee Satisfaction

As shown in figure 4, there is significant departmental difference in satisfaction, which implies that there are specific motivational climates determined by local leadership and workplace practice. Altogether, the findings indicate that motivation, leadership, and workplace behaviour are interrelated. Low satisfaction is linked with high workload and long tenure whereas promotion and compensation are leadership practices that are critical in improving employee motivation. The performance appraisal systems seem to be more closely linked to productivity than to employee satisfaction, which demonstrates the possible lack of correspondence between the managerial practices of appraisal and the motivational performance.

4. Discussion

The results of this research empirically justify the interrelation between workplace behaviour, employee motivation and leadership dynamics. The findings have revealed that behavioural variables including workload and tenure are highly correlated with employee satisfaction and leadership-based organizational practices are important predictors of motivational performance. These results support the perception that leadership does not act alone but interferes with the experiences of employees via structural and managerial processes within organizational systems. The identified relationships between leadership practices and employee outcomes are consistent with the evidence that leadership influences employee well-being indirectly by engagement and psychological resources. Previous studies have revealed that leadership plays a role in promoting employee health and resilience by enhancing engagement and adaptive abilities, especially in work-based contexts that are demanding (Mazzetti et al., 2019). The current results build on this view by demonstrating how leadership relationships in evaluation, promotion, and reward systems can determine the motivational scale.

The correlation between workload indicators and job satisfaction minimizes the positive result of the same, leading to the negative relationship evident in this study. This observation is in line with the studies, which show that work demands that are not well offset by organizational resources may diminish satisfaction and engagement. The findings suggest that the higher the project load, the longer the tenure, and the lower the satisfaction, so there should be a focus on the behavioural strain as time passes. The pay systems became a significant motivation criterion, as more employees in the upper pay groups were found to be more satisfied. This is in line with empirical studies that indicated that pay-for-performance systems are linked to better retention and satisfaction in case they are fairly and transparently perceived (Auer et al., 2021). In the current research, compensation seems to be an extrinsic driver which supports the positive attitudes towards the work.

Given the way leadership dynamics were operationalized via organizational practices, the motivation outcomes were closely connected with it. Employees who were promoted said that their level of satisfaction increased, which indicates that leadership decisions regarding career advancement are the key to the maintenance of the motivation level. This observation is consistent with studies that show that intrinsic rewards mediated by motivation have a positive effect on the performance and attitudes of employees (Manzoor et al., 2021). The findings can also be used in the greater discussion of the correlation between job satisfaction and performance. Meta-analytic findings show that job performance is positively correlated with job satisfaction, which espouses the idea that engaged and motivated employees are more productive and

engaged (Katebi et al., 2022). The current results support this connection by proving that leadership practices that lead to satisfaction could indirectly influence performance-related behaviours.

One of the mechanisms that were identified to affect motivation was compensation, that is related to leadership. The higher payment employees were more satisfied, which indicates that the compensation systems continue to be a significant organizational instrument. This observation is in line with the facts that compensation systems determine the levels of employee satisfaction by modulating employee motivation processes (Zayed et al., 2022). Employees tend to receive organizational practices as being supportive and fair when they are rewarded on the basis of effort and performance. In addition to pay, the issues of work-life balance also have a significant influence on employee motivation and performance. The behavioural patterns of the present study even though this is not quantified directly capture the wider organizational context within which the practices of leadership exist. The studies revealed that leadership work-life balance support increases job satisfaction and performance, especially in small and medium-size business organizations (Susanto et al., 2022). This implies that the role of leadership in the distribution of work and flexibility can be another moderation factor of motivation.

Job satisfaction has become a key construct that connected the aspects of workplace behaviour and leadership dynamics. The results confirm the idea that satisfaction is an important mediating variable between organizational practices and employee outcomes. The literature has already proven that the correlation between decent working conditions and turnover intentions is mediated by job satisfaction, which has a significant impact on employee retention and wellbeing (Wan and Duffy, 2022). This discussion is continued in the current study, that is, the study emphasizes the role of both the behavioural and leadership-oriented practices in satisfaction. The findings also find echo in the modern leadership studies that point out the necessity of going beyond limited classifications of leadership styles to holistic conceptualization of leadership as a practice system. Extensive reviews of leadership indicate that the performance of leaders is frequently determined by the leadership performance in terms of the organizational processes instead of personal characteristics of a leader (Fischer and Sitkin, 2023). This paper goes further to reinforce this perspective by showing how leadership practices entrenched with evaluation, promotion, and reward systems work.

Theoretically, the findings can add value to organizational behaviour literature because the application brings together behavioural, motivational and leadership approaches in one empirical context. The findings confirm the thesis that job satisfaction is an essential indicator of job behaviour and job performance results, and the findings were in line with industrial contexts, that showed that job satisfaction is a key predictor of employee behaviour (Gazi et al., 2024). The study provides a structurally based method of research in leadership because the leadership dynamics are operationalized in terms of organizational practices. The positive correlation between employee satisfaction and promotion shows that career growth is important in maintaining motivation in the long run. This result is consistent with long-term evidence that promotion creates a feeling of career sustainability through a decrease in work stress and increased satisfaction (Udayar et al., 2024). Decisions to do with leadership as far as progress up the career ladder are concerned are thus a key process in which organizations could contribute to long-term employee motivation and welfare.

5. Conclusion

The correlations between workplace behaviour, employee motivation, and leadership processes in an organizational setting in terms of employee-level human resource data. The results reveal that work behaviour especially workload level and length of tenure in organization are important factors in determining the motivation among employees as indicated in job satisfaction. Overload of project requirements and long term exposure to work pressures were related to the decreased level of satisfaction, and thus the need to deal with behavioural demands in order to maintain employee well being. The dynamics of leadership, which were operationalized based on the unitary practices of performance evaluation, promotion, and compensation, were found to be essential factors determining the motivational outcomes. Employees who noted the career progress and increased payment were more satisfied, and this fact indicates the motivational force of reward and recognition systems that are led by leadership. The findings also show that performance evaluation practices are more likely to focus on the concept of productivity-related behaviour more than on the concept of employee well-being, which implies the possibility of a mismatch between managerial evaluation standards and motivational goals.

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