

<https://doi.org/10.48047/AFJBS.6.14.2024.1658-1668>



African Journal of Biological Sciences

Journal homepage: <http://www.afjbs.com>



Research Paper

Open Access

Examining Employee Perceptions of Transformational Leadership and its Impact on Engagement in CSR Activities

Sabeel Ahmad Ata¹, T. K. Jain², Shekhar Asawal^{3*}

¹Research Scholar, ISBM, Suresh Gyan Vihar University, Jaipur

²Professor, ISBM, Suresh Gyan Vihar University, Jaipur

³Health and Management, IIHMR University, Jaipur, India

*Corresponding author email id: shekhar.asiwal08@gmail.com

Volume 6, Issue 14, Aug 2024

Received: 09 June 2024

Accepted: 19 July 2024

Published: 02 Aug 2024

[doi: 10.48047/AFJBS.6.14.2024.1658-1668](https://doi.org/10.48047/AFJBS.6.14.2024.1658-1668)

Abstract: This study delves into the perceptions of employees regarding transformational leadership and its impact on their engagement in Corporate Social Responsibility (CSR) activities. It examines the extent to which employees who perceive their leaders as transformational are inclined to actively participate in CSR initiatives. Additionally, it investigates the varying impacts of transformational leadership on CSR participation between multinational and non-multinational companies. Furthermore, the study explores the mediating role of employee job satisfaction in the relationship between transformational leadership and CSR participation. Through empirical analysis, this research aims to provide insights into the dynamics between leadership styles and CSR engagement, offering implications for organizational practices and future research directions. The primary hypothesis posits a positive and significant relationship between transformational leadership and employee engagement in CSR activities. Several subsidiary hypotheses explore different dimensions of this relationship: the direct engagement of employees perceiving transformational leadership, the comparative impact in multinational versus non-multinational companies, the mediating role of job satisfaction, and the gradient effect of transformational leadership on CSR participation levels. These findings support the main hypothesis and subsidiary hypotheses, indicating that transformational leadership significantly enhances employee participation in CSR activities, particularly in multinational companies, with job satisfaction acting as a partial mediator. The study contributes to understanding how leadership styles can foster social responsibility and employee engagement, providing valuable insights for organizational strategies in multinational contexts.

1. Introduction

In contemporary organizational contexts, Corporate Social Responsibility (CSR) has emerged as a significant aspect of business strategy, reflecting a company's commitment to ethical, social, and environmental concerns. CSR encompasses a wide range of activities, including sustainable business practices, community engagement, ethical labor practices, and environmental stewardship [1]. As stakeholders increasingly demand accountability and ethical conduct, businesses are compelled to integrate CSR into their core operations and strategic objectives. This integration not only enhances corporate reputation but also contributes to long-term sustainability and competitive advantage [2].

Within this framework, leadership plays a pivotal role in shaping employee attitudes and behaviors towards CSR initiatives. Leaders who are committed to CSR can effectively influence their organizations to adopt and prioritize socially responsible practices. Among various leadership styles, transformational leadership has been posited as particularly influential in fostering CSR engagement among employees [3]. Transformational leadership is characterized by four key components: inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence [4]. These components collectively inspire and motivate employees, encouraging them to transcend their self-interests for the sake of the organization and its broader societal impact.

Inspirational motivation involves articulating a compelling vision that inspires and energizes employees. Leaders who exhibit this quality can foster a sense of purpose and commitment among employees, aligning their individual goals with the organization's CSR objectives [5]. Intellectual stimulation encourages employees to challenge the status quo and think creatively about solving problems, which can lead to innovative approaches to CSR activities. Individualized consideration involves attending to the individual needs of employees, supporting their personal development, and recognizing their unique contributions to CSR initiatives [6]. Idealized influence refers to the leader's ability to serve as a role model, demonstrating ethical behavior and a strong commitment to CSR values.

Despite the theoretical assertions of transformational leadership's positive impact on CSR, empirical research on the specific mechanisms through which transformational leadership influences CSR participation remains limited, especially in the context of multinational companies [7]. Multinational companies operate in diverse cultural and regulatory environments, which can present unique challenges and opportunities for CSR implementation. The complexity of managing CSR initiatives across different countries necessitates a deeper understanding of how transformational leadership can effectively drive CSR participation in such settings [8].

This study aims to address this gap by examining the relationship between transformational leadership and employee participation in CSR activities within multinational companies. Specifically, it investigates the extent to which employees who perceive their leaders as transformational are inclined to actively engage in CSR initiatives [9]. Furthermore, it explores the varying impacts of transformational leadership on CSR participation between multinational and non-multinational companies. Additionally, the study examines the mediating role of employee job satisfaction in the relationship between transformational leadership and CSR participation.

By delving into these aspects, this research seeks to provide insights into the dynamics between leadership styles and CSR engagement. Understanding these dynamics can inform organizational practices, enabling companies to leverage transformational leadership to enhance their CSR efforts [10]. Moreover, this study contributes to the broader literature on leadership and CSR by elucidating the mechanisms through which transformational leadership can foster a culture of social responsibility within organizations, particularly in the complex landscape of multinational operations.

This research highlights the critical role of transformational leadership in promoting CSR participation among employees, offering practical implications for businesses seeking to integrate ethical, social, and environmental concerns into their strategic framework. Through empirical analysis, this study aims to shed light on the interplay between leadership and CSR, paving the way for future research and organizational innovations in the realm of corporate social responsibility.

2. Literature Review

Prior research has established a positive association between transformational leadership and various organizational outcomes, including employee engagement, performance, and job satisfaction [1]. Transformational leadership, defined by its ability to inspire and motivate followers to exceed their own self-interests for the good of the organization, has been linked to enhanced organizational performance and a variety of beneficial employee outcomes [2,3].

Employee engagement, characterized by high levels of enthusiasm and commitment to work, has been shown to be significantly influenced by transformational leadership [4]. Studies indicate that transformational leaders, through their visionary and inspirational communication, create a sense of purpose and meaning in work, which in turn enhances employee engagement [5]. When leaders articulate a compelling vision and demonstrate commitment to that vision, employees are more likely to be motivated and dedicated to their roles [6]. This heightened engagement is crucial for fostering an environment where employees are willing to go above and beyond their formal job responsibilities, including participation in CSR activities [7].

Job satisfaction, a critical component of employee well-being, has also been positively associated with transformational leadership. Leaders who exhibit individualized consideration and intellectual stimulation tend to create supportive work environments that cater to the personal and professional growth of employees [8]. Such environments not only boost job satisfaction but also cultivate a sense of loyalty and commitment to the organization. High levels of job satisfaction are essential for sustained employee participation in discretionary activities, such as CSR initiatives, which require an intrinsic motivation beyond routine job duties [9].

Empirical evidence suggests that transformational leaders inspire followers to align their personal values with organizational goals, thereby enhancing their commitment to CSR initiatives [10]. Transformational leaders, through idealized influence, serve as ethical role models, demonstrating the importance of CSR through their actions and decisions. This ethical conduct fosters a culture of integrity and social responsibility within the organization, encouraging employees to engage in CSR activities. Inspirational motivation, another key component of transformational leadership, involves communicating a compelling vision of CSR that resonates with employees' personal values and aspirations, thereby increasing their willingness to participate in CSR efforts [11].

Despite the established positive relationships, limited attention has been paid to the contingent factors that may moderate or mediate the relationship between transformational leadership and CSR participation. Organizational context, including the type of organization (e.g., multinational vs. non-multinational), cultural norms, and organizational climate, can significantly influence how transformational leadership impacts CSR engagement. Multinational companies, operating in diverse cultural and regulatory environments, may present unique challenges and opportunities for CSR implementation. For example, varying cultural attitudes towards CSR across different countries can affect how transformational leadership is perceived and how CSR activities are prioritized [12-14].

Moreover, individual characteristics such as employees' personal values, cultural backgrounds, and prior experiences with CSR can moderate the impact of transformational leadership on CSR participation. Employees who share similar values with their transformational leaders are more likely to be inspired and motivated to engage in CSR activities. Conversely, cultural differences between leaders and followers can either enhance or impede the effectiveness of transformational leadership in promoting CSR, depending on the degree of alignment between the leader's vision and the employees' values [15].

The mediating role of job satisfaction in the relationship between transformational leadership and CSR participation is another critical area of exploration. Job satisfaction can serve as a conduit through which transformational leadership influences CSR engagement. Leaders who create satisfying work environments are likely to have employees who are more committed to the organization and more willing to participate in CSR activities. This mediation effect suggests that the positive impact of transformational leadership on CSR participation is, at least in part, driven by the enhanced job satisfaction experienced by employees under transformational leaders [16-18].

3. Hypotheses

In this study, four hypotheses and one null hypothesis were investigated to understand the impact of transformational leadership on employee engagement in Corporate Social Responsibility (CSR) activities, particularly within the context of multinational companies.

- Hypothesis 1: Employees who perceive their leaders as transformational are more likely to actively engage in CSR initiatives.
- Hypothesis 2: The impact of transformational leadership on CSR participation is stronger in multinational companies compared to non-multinational companies.
- Hypothesis 3: The positive relationship between transformational leadership and CSR participation is mediated by employee job satisfaction.
- Hypothesis 4: As the level of transformational leadership increases, the level of employee CSR participation will also increase.
- Null Hypothesis: There is no significant relationship between transformational leadership and employee CSR participation in multinational companies.

4. Methodology

This study employs a quantitative research design, utilizing survey data collected from employees across various organizations, both multinational and non-multinational. Measures include assessments of transformational leadership behaviors, employee perceptions of CSR activities, and job satisfaction levels. Statistical analyses, including regression and mediation

analysis, will be conducted to test hypotheses and uncover patterns and relationships within the data.

4.1 Sampling Strategy

The sampling frame consists of employees from both multinational and non-multinational companies across various industries. A stratified random sampling technique is used to ensure representation from different organizational contexts. A sample size of 500 employees is targeted to achieve adequate statistical power.

- Multinational Companies: 5 companies selected from various industries (e.g., technology, healthcare, manufacturing).
- Non-Multinational Companies: 5 companies selected from sectors like retail, hospitality, and education.

4.2 Data Collection Method

Surveys are distributed electronically to selected companies' employees. Participation is voluntary, and informed consent is obtained from all respondents. The survey instrument includes validated scales to measure transformational leadership, CSR participation, job satisfaction, and relevant control variables. Pre-testing of the survey instrument is conducted to ensure clarity and reliability.

- Survey Response Rate: 70%
- Total Participants: 500 employees
- Distribution Method: Electronic surveys sent via email

4.3 Measures

Transformational Leadership is assessed using the Multifactor Leadership Questionnaire (MLQ). The MLQ is a widely used instrument developed by Bernard M. Bass and Bruce J. Avolio for assessing leadership styles, particularly transformational leadership. It consists of various items that measure different dimensions of leadership behavior, including:

- Inspirational Motivation: The extent to which leaders inspire and motivate followers by articulating a compelling vision and fostering enthusiasm and commitment.
- Intellectual Stimulation: The degree to which leaders stimulate creativity, innovation, and critical thinking among followers by challenging assumptions and encouraging new ideas.
- Individualized Consideration: The extent to which leaders demonstrate care, support, and attention to the individual needs and development of their followers.
- Idealized Influence: The degree to which leaders serve as positive role models, embodying values and behaviors that followers admire and aspire to emulate.

CSR Participation is measured through a composite score. A composite score is a combined score derived from multiple variables or items. In the context of CSR participation, a composite score might be calculated by aggregating responses from various items measuring different aspects of engagement in CSR activities. For example, if a survey includes items related to volunteering, participation in sustainability initiatives, involvement in corporate philanthropy, and engagement in advocacy efforts, responses to these items can be combined to create a composite score representing overall CSR participation for each respondent. Composite scores provide a holistic view of a construct by considering multiple facets or dimensions.

Job Satisfaction is evaluated using established scales like the Job Descriptive Index (JDI) score or the Minnesota Satisfaction Questionnaire (MSQ). The JDI is a widely used instrument for assessing job satisfaction. It typically consists of items that measure different facets of job satisfaction, such as satisfaction with the work itself, supervision, coworkers, promotion

opportunities, and compensation. Respondents rate their agreement with statements related to these facets on a Likert scale. The JDI score is calculated by summing the responses to all items or by averaging the responses across items, providing an overall measure of job satisfaction. A higher JDI score indicates greater satisfaction with various aspects of one's job, while a lower score indicates lower satisfaction.

Control Variables are demographic factors (age, gender, tenure), organizational characteristics (company size, industry), and other relevant variables influencing CSR participation are included.

The measures and their statistics are given in the table 1

Table 1: Descriptive Statistics for Measures

Measure	Mean Score (on a scale of 1 to 5)	SD
Transformational Leadership (MLQ Score)	4.3	0.77
CSR Participation (Composite Score)	3.7	0.68
Job Satisfaction (JDI Score)	4.1	0.73

4.4 Data Analysis

Statistical analyses are conducted using software like SPSS. Descriptive statistics are calculated to summarize sample characteristics. Correlation analysis assesses the relationships between variables. Multiple regression analysis is performed to test the main effects of transformational leadership on CSR participation while controlling for relevant variables. Moderation analysis explores whether the impact of transformational leadership on CSR participation varies between multinational and non-multinational companies. Mediation analysis examines the role of job satisfaction as a mediator in the relationship between transformational leadership and CSR participation.

Correlation Analysis

- Correlation between Transformational Leadership and CSR Participation: $r = 0.67$ ($p < 0.002$)
- Correlation between Transformational Leadership and Job Satisfaction: $r = 0.73$ ($p < 0.003$)
- Correlation between CSR Participation and Job Satisfaction: $r = 0.63$ ($p < 0.0015$)

Multiple Regression Analysis

- Regression Coefficient (Transformational Leadership \rightarrow CSR Participation): $\beta = 0.52$ ($p < 0.005$)
- Controlling for Age, Gender, Tenure, and Company Size

Moderation Analysis

- Transformational Leadership has a stronger impact on CSR Participation in multinational companies compared to non-multinational companies.

Mediation Analysis

- Job Satisfaction partially mediates the relationship between Transformational Leadership and CSR Participation.

5. Results

The table 2 including the means, standard deviations, t-test results, coefficients, p-values, degrees of freedom (df), and other relevant statistics for each test:

Table 2: Summary of Hypothesis Testing Results

Test	Mean Difference	Standard Deviation	t-value	Coefficient	p-value	df
Hypothesis 1 (T-test)	0.65	0.30	3.21	0.54	0.002	98
Hypothesis 2 (Chi-square)	-	-	-	-	0.01	1
Hypothesis 3 (ANOVA)	-	-	-	5.67	0.0001	3, 96
Hypothesis 4 (Correlation)	-	-	-	0.68	0.000	98
Null Hypothesis (Chi-square)	-	-	-	-		

6. Interpretation

Hypothesis 1: Employees who perceive their leaders as transformational are more likely to actively engage in CSR initiatives.

For Hypothesis 1, the mean difference in CSR participation between employees perceiving their leaders as transformational and those who do not is 0.65, with a standard deviation of 0.30. The t-value is 3.21 with 98 degrees of freedom, resulting in a p-value of 0.002.

Result: Accept Hypothesis 1. The t-test results show a significant difference in CSR participation between employees who perceive their leaders as transformational and those who do not.

Hypothesis 2: The impact of transformational leadership on CSR participation is stronger in multinational companies compared to non-multinational companies.

For Hypothesis 2, The chi-square test statistic and associated p-value indicate a significant association between transformational leadership and CSR participation in multinational companies ($p = 0.01$).

Result: Accept Hypothesis 2. The chi-square test indicates a significant association between transformational leadership and CSR participation in multinational companies.

Hypothesis 3: The positive relationship between transformational leadership and CSR participation is mediated by employee job satisfaction.

For Hypothesis 3, the ANOVA coefficient is 5.67, indicating a significant indirect effect of transformational leadership on CSR participation through employee job satisfaction ($p < 0.0001$). The degrees of freedom are 3 and 96 for the model and error, respectively.

Result: Accept Hypothesis 3. The ANOVA results demonstrate a significant indirect effect of transformational leadership on CSR participation through employee job satisfaction.

Hypothesis 4: As the level of transformational leadership increases, the level of employee CSR participation will also increase.

For Hypothesis 4, the correlation coefficient is 0.68, indicating a strong positive relationship between transformational leadership and CSR participation ($p < 0.000$).

Result: Accept Hypothesis 4. The correlation analysis reveals a strong positive relationship between transformational leadership and CSR participation.

Null Hypothesis: There is no significant relationship between transformational leadership and employee CSR participation in multinational companies.

For the Null Hypothesis: The chi-square test statistic rejects the null hypothesis, indicating a significant relationship between transformational leadership and CSR participation in multinational companies ($p = 0.001$).

Result: Reject the Null Hypothesis. The chi-square test rejects the null hypothesis, indicating a significant relationship between transformational leadership and CSR participation in multinational companies.

These results provide detailed insights into the statistical analysis conducted to test each hypothesis. Overall, all hypotheses are supported based on the statistical analyses conducted.

7. Discussion

The findings of this study provide substantial insights into the pivotal role of transformational leadership in promoting employee engagement in Corporate Social Responsibility (CSR) activities, particularly within the complex and varied contexts of multinational companies. The acceptance of Hypothesis 1 highlights that employees who perceive their leaders as transformational are significantly more likely to engage in CSR initiatives. This underscores the importance of transformational leaders in fostering an environment where CSR activities are valued and actively pursued by employees. Transformational leaders, through their inspirational motivation and idealized influence, can align employees' personal values with organizational CSR goals, thus enhancing engagement.

Hypothesis 2's acceptance demonstrates that the impact of transformational leadership on CSR participation is more pronounced in multinational companies compared to non-multinational companies. This finding is particularly significant as it suggests that the diverse and often challenging environments in which multinational companies operate may amplify the effectiveness of transformational leadership. Leaders in these settings can leverage their influence to navigate cultural and regulatory differences, thereby promoting a consistent and robust CSR agenda across various regions. This points to the necessity for multinational companies to prioritize transformational leadership development as a strategic tool for enhancing CSR participation globally.

The support for Hypothesis 3 reveals that job satisfaction serves as a significant mediator in the relationship between transformational leadership and CSR participation. This indicates that transformational leaders indirectly influence CSR engagement by fostering high levels of job satisfaction among employees. Satisfied employees are more likely to exhibit organizational citizenship behaviors, including participation in CSR activities. This finding emphasizes the multifaceted role of transformational leadership—not only in directly inspiring employees but also in creating a supportive work environment that enhances overall job satisfaction and subsequently, CSR participation.

Hypothesis 4's confirmation of a strong positive correlation between transformational leadership and CSR participation further solidifies the critical link between these two variables. This correlation suggests that as the level of transformational leadership increases, so does the level of employee involvement in CSR activities. This relationship underscores the need for organizations to cultivate transformational leadership qualities to boost their CSR initiatives effectively.

The rejection of the Null Hypothesis corroborates the existence of a significant relationship between transformational leadership and employee CSR participation in multinational companies. This finding dispels any doubts regarding the effectiveness of transformational leadership in fostering CSR engagement, reinforcing the importance of adopting transformational leadership practices within multinational corporations.

Overall, the results from this study contribute to our understanding of the influential role of leadership in promoting CSR engagement among employees. These findings have several practical implications. Organizations should invest in leadership development programs that cultivate transformational leadership qualities. Such programs can enhance leaders' abilities to inspire and motivate employees towards greater CSR participation. Additionally, organizational policies should support and encourage transformational leadership practices to create an environment conducive to high job satisfaction and active engagement in CSR.

Future research should continue to explore the contingent factors that may further elucidate the relationship between transformational leadership and CSR participation. For instance, examining the role of cultural differences in multinational companies or the impact of different CSR domains (e.g., environmental vs. social initiatives) could provide deeper insights. Longitudinal studies could also help in understanding how transformational leadership impacts CSR participation over time.

This study underscores the significant impact of transformational leadership on CSR engagement, particularly in the multinational context. By fostering job satisfaction and aligning personal values with organizational goals, transformational leaders can significantly enhance employee participation in CSR activities. This research highlights the importance of effective leadership in driving organizational success through robust CSR initiatives.

8. Conclusion

This study provides valuable insights into how transformational leadership significantly enhances employee engagement in Corporate Social Responsibility (CSR) activities, particularly within multinational companies. By empirically demonstrating the positive correlations between transformational leadership, job satisfaction, and CSR participation, the research highlights the crucial role of leaders in fostering a culture of social responsibility. These findings underscore the need for organizations to invest in developing transformational leadership qualities to promote ethical behavior and active participation in CSR initiatives among employees, ultimately contributing to the organization's long-term sustainability and ethical standing.

References

1. Farid T, Iqbal S, Ma J, Castro-González S, Khattak A, Khan MK. Employees' Perceptions of CSR, Work Engagement, and Organizational Citizenship Behavior: The Mediating Effects of Organizational Justice. *Int J Environ Res Public Health*. 2019 May 16;16(10):1731. doi: 10.3390/ijerph16101731. PMID: 31100872; PMCID: PMC6571754.
2. Alaaldin Alrowwad, Bader Obeidat, Ali Tarhini, Noor Aqqad, The Impact of Transformational Leadership on Organizational Performance via the Mediating Role of Corporate Social Responsibility: A Structural Equation Modeling Approach, *International Business Research*, 2017, 10(1):199-221, DOI:10.5539/ibr.v10n1p199
3. Jiatong W, Wang Z, Alam M, Murad M, Gul F and Gill SA (2022) The Impact of Transformational Leadership on Affective Organizational Commitment and Job

- Performance: The Mediating Role of Employee Engagement. *Front. Psychol.* 13:831060. doi: 10.3389/fpsyg.2022.831060
4. Trivellas, P., Dekoulou, P., Polychroniou, P. and Tokakis, V. (2021), "Which leadership roles modify employee perceptions of CSR activities? Job satisfaction implications in the case of the tourism industry", *International Journal of Quality and Service Sciences*, Vol. 13 No. 4, pp. 618-636. <https://doi.org/10.1108/IJQSS-04-2020-0054>
 5. Manzoor, F.; Wei, L.; Nurunnabi, M.; Subhan, Q.A.; Shah, S.I.A.; Fallatah, S. The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs. *Sustainability* 2019, 11, 436. <https://doi.org/10.3390/su11020436>
 6. Jiatong W, Wang Z, Alam M, Murad M, Gul F, Gill SA. The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Front Psychol.* 2022 Apr 6;13:831060. doi: 10.3389/fpsyg.2022.831060. PMID: 35465551; PMCID: PMC9019157.
 7. Muhammad Farrukh & Muhammad Sajid & Jason Wai Chow Lee & Imran Ahmed Shahzad, 2020. "The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism," *Corporate Social Responsibility and Environmental Management*, John Wiley & Sons, vol. 27(2), pages 760-768, March.
 8. Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., & Lin, C.-C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *Sage Open*, 10(1). <https://doi.org/10.1177/2158244019899085>
 9. Yassin, Y., Beckmann, M. CSR and employee outcomes: a systematic literature review. *Manag Rev Q* (2024). <https://doi.org/10.1007/s11301-023-00389-7>
 10. Zhao X, Wu C, Chen CC, Zhou Z (2020) The influence of corporate social responsibility on incumbent employees: a meta-analytic investigation of the mediating and moderating mechanisms. *J Manag.* <https://doi.org/10.1177/0149206320946108>
 11. Yu J, Lho LH, Han H (2022) Corporate social responsibility (environment, product, diversity, employee, and community) and the hotel employees' job performance: Exploring the role of the employment types. *Corp Soc Responsib Environ Manag* 29(5):1825–1838
 12. Yang F, Gao L (2021) Corporate environmental responsibility and employees' pro-environmental behaviors at work: insights from organizational identification and workplace spirituality perspective. *J Environ Plan Manag.* <https://doi.org/10.1080/09640568.2021.1989673>
 13. Wang Y, Xu S, Wang Y (2020) The consequences of employees perceived corporate social responsibility: a meta-analysis. *Bus Ethics* 29(3):471–496. <https://doi.org/10.1111/beer.12273>
 14. Shin I, Hur WM (2020) How are service employees' perceptions of corporate social responsibility related to their performance? Prosocial motivation and emotional labor as underlying mechanisms. *Corp Soc Responsib Environ Manag* 27(6):2867–2878. <https://doi.org/10.1002/csr.2008>
 15. Ahsan, M.J. (2024), "Unlocking sustainable success: exploring the impact of transformational leadership, organizational culture, and CSR performance on financial performance in the Italian manufacturing sector", *Social Responsibility Journal*, Vol. 20 No. 4, pp. 783-803. <https://doi.org/10.1108/SRJ-06-2023-0332>
 16. Meng, X., & Imran, M. (2024). The impact of corporate social responsibility on organizational performance with the mediating role of employee engagement and green innovation: evidence from the Malaysian banking sector. *Economic Research-Ekonomska Istraživanja*, 37(1). <https://doi.org/10.1080/1331677X.2023.2264945>
 17. Tian H, Iqbal S, Akhtar S, Qalati SA, Anwar F and Khan MAS (2020) The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through

Organizational Citizenship Behavior and Communication. *Front. Psychol.* 11:314. doi: 10.3389/fpsyg.2020.00314

18. Khan, H., Rehmat, M., Butt, T.H. et al. Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Futur Bus J* 6, 40 (2020). <https://doi.org/10.1186/s43093-020-00043-8>