

Evaluating the Mediating Role of Transformational Leadership in the Nexus of Employee Motivation, Engagement, Emotional Intelligence, and Performance: A Comprehensive Review

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Abstract: - This study aims to examine the impact of transformational leadership on employee performance in Oman's telecoms industry. This research is driven by the necessity for companies to enhance staff productivity in order to gain a competitive advantage. The study conducts a thorough examination of previous literature to explore the influence of employee motivation, engagement, and emotional intelligence on performance. Moreover, it assesses the ability of transformational leadership to serve as a vital link in improving employee outcomes. The research will offer managers and executives in the telecom industry useful suggestions to help them create strategies that will boost productivity and accomplish organizational objectives. The study provides specific goals and research questions to direct further studies in this area.

Key-Words: - Employee Performance, Transformational Leadership Style, Employee Motivation, Employee Engagement, Emotional Intelligence, Telecom Sector of Oman.

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1 Introduction

The efficacy of an organization's workforce the key factors that determine its success in the current global marketplace, [1]. Many studies have defined employee performance as achieve through behaviour, efficiency, and commitment toward their organization. Employees, with the comfort work environment, will perform better in their daily tasks, which leads to their job success, [2].

So, the organization should focus on the importance of employee performance, for employee development and figure out the other critical factors like culture, commitment, and leadership that significantly affect employee performance, [3], [4], [5]. Studies, highlighted the importance of leadership style to optimize employee performance. An effective leader, motivates his/her employee to handle daily work tasks and overall enhance the organizational performance, [6]. Studies also showed that leaders make great effort to engage all team members which results in growing interest among employees at work, [7]. Thus, leaders

understand their needs and motivate employees to achieve high levels of performance, [8].

With effective leadership style, emotional intelligence is a game changer and one of the most powerful corporate concepts, in the field of leadership studies. Emotional intelligence is the ability and action to monitor other people's emotions, differentiate between them, and use emotional information to drive thoughts, [9]. Studies showed, the emotional intelligence effect of various factors related to employees' outcomes, including performance, commitment, and turnover, [10]. This concept is important for leaders to understand the need of emotional intelligence for effective employee performance.

Moreover, employee motivation is a behavioral concept to increase more productivity of employees towards organizational goals. Studies showed that motivated employee's performance is higher than not motivated employees, [11]. Enhancing the employee's motivation is a critical for organizations, which results in increasing employee's productivity,

relationships between leadership, and all overall employee performance, [12].

Similar with employee motivation, studies also highlighted the importance of employee engagement effect on employee performance. Employee engagement is a key process that increases employee performance and has impact on organizational performance. The objective is to enhance employee performance, which is influenced by many factors, leadership support proper training needs assessment procedure, [13].

Thus, there is a significant need for the importance of employee motivation, engagement, and emotional intelligence toward employees' performance, particularly in Oman's telecommunications sector, [14], [15]. The aim of this review study is to find the correlation between independent factors like employee engagement, motivation, and emotional intelligence towards employee performance and show the importance of transformational leadership style to enhance the relationship in the telecommunications sector of Oman.

Through this study, managers in the telecommunications industry to enhance their leadership positions and cultivate an environment that promotes and accelerates the growth and efficiency of their teams. Implementing successful transformational leadership methods and increasing employee engagement, emotional intelligence, and motivation can help managers improve performance, attract and retain qualified personnel, and gain a competitive advantage in the market. This research will enhance the current knowledge of effective transformational leadership techniques and their influence on employee performance in Oman's telecoms industry.

2 Employee Performance

Assessing employee performance involves evaluating the degree to which individuals successfully carry out their job responsibilities within a specific timeframe. It serves as a vital indicator of productivity, quality, and service inside an organization, which is influenced by elements such as skills, motivation, support systems, given responsibilities, incentives, and the employee's affiliation with the organization, [16], [17].

Telecommunications play a crucial role in Oman's efforts to diversify its economy and accomplish its Vision 2040 objectives. The performance of personnel in this sector directly impacts the speed and effectiveness of this transition. The telecommunications market in Oman

has undergone significant expansion, with mobile and fixed broadband customer growth rates reaching 78% and 40% respectively. With the expansion and evolution of the business, there is a growing demand for telecommunications personnel who possess advanced expertise and demonstrate exceptional efficiency.

Motivation has a significant impact on employee performance in Oman's telecommunications industry, [18]. Typically, employees who are motivated tend to exhibit higher levels of commitment, satisfaction, and efficiency. Telecommunications companies in Oman have employed diverse strategies to guarantee employee motivation. The tactics include offering financial incentives, organizing opportunities for career advancement, putting in place skill-building initiatives, and cultivating an environment at work that encourages creativity and collaboration, [19], [20].

Additionally, the effectiveness of personnel is strongly impacted by competent leadership in the sector. Leadership that is effective, inspiring, and transparent increases productivity and job satisfaction, [21]. To provide direction, establish specific objectives, provide constructive criticism, and promote teamwork, leaders are essential.

The performance-related difficulties that the industry faces are numerous and complex. The significance of elements including organizational structure, leadership, and technology in influencing worker performance has been emphasized by research done in Oman. Workplace stress, which includes things like not knowing exactly what your function is, not using your skills effectively, and having too much work to do, has been shown to have a negative impact on performance, [22]. The prospect of furthering their careers, however, drives employees, who place a high value on learning and development opportunities, [23].

Telecommunications firms in Oman need to evaluate their performance. The process typically involves assessing the quality, quantity, responsibility, initiative, cooperation, and adherence to identify areas of expertise and areas that need additional instruction or support.

The success of employees in Oman's telecommunications sector is ultimately influenced by various factors, including individual aptitude, motivation, stress, and organizational structure. In order to attain maximum performance, it is imperative to address these challenges, create a favorable setting, provide incentives, and implement effective leadership. With Oman's shift towards a digital economy, the importance of telecom

personnel's effectiveness becomes essential, necessitating continuous investment in the development of human resources.

3 Transformational Leadership Style

The leadership style known as transformational leadership is characterized by its ability to inspire and motivate followers to achieve their full potential.

Transformational leadership is a leadership style that emphasizes inspiring and motivating followers to achieve exceptional accomplishments by prioritizing the organization's objectives over their own personal interests, [24], [25]. Transformational leaders employ four crucial behaviors to inspire and empower their subordinates: idealized influence, motivating inspiration, intellectual stimulation, and personalized consideration. These leaders create an engaging and compelling vision of the future, inspire and encourage their team members, and improve their skills and dedication.

Contingency leadership theory posits that the effectiveness of transformational leadership can differ and is impacted by contextual and situational factors, [26], [27], [28], [29]. The contingency theory explains the correlation between leadership style and employee performance, according to the theory. It has been established that leadership styles, service quality delivery, communication styles, employee engagement, and organizational performance may be altered to varying degrees, [30], [31].

Transformational leadership stems from the leader's own beliefs and ideals and motivates subordinates to go above and beyond the call of duty. Transformational leadership is focused on developing followers and being mindful of their needs, [32]. Transformational leaders are mainly concerned with enhancing their workers' whole value system, which includes the development of skills, motivation, and morality.

Contingency theory highlights the importance of transformative leadership and demonstrates leaders actions to suit the particular situation, [33]. Transformational leaders prioritize the capacity to spark intellectual curiosity and encourage workers in an environment characterized by trust and clear task assignments, [34], [35].

Multiple studies have demonstrated that embracing a transformational leadership approach may enhance performance, elevate job satisfaction, foster innovation, and motivate personnel beyond their normal capabilities. The effectiveness of transformational leadership in enhancing

performance can be increased by aligning it with an organizational culture that places a high value on and encourages the development of future leaders as a strategic aim, [36].

When utilized within the context of a contingency framework, transformational leadership places an emphasis on the relevance of leaders simultaneously carrying out two roles: implementing change and adjusting to new circumstances. In order to effectively adapt their leadership style, individuals must possess a comprehensive comprehension of the various contextual factors that impact their performance. A comprehensive comprehension of human and organizational dynamics is crucial for effectively leading teams toward exceptional accomplishments. So, transformational leadership focuses significant importance on the self-motivated nature of leadership.

4 Employee Motivation

Employee motivation refers to the mental and behavioural action of employees, that's can be internal or external action, [37], [38]. Employee motivation can be categorized in to intrinsic and extrinsic motivation. Intrinsic motivation driven by internal factors, this can be determined as an ability of job responsibilities, a sense of achievement, and career development, [39]. On the other way, extrinsic motivation driven by external factors, linking financial incentives, career development, and the working environment. Studies argue that unnecessary focus on external motivation leads to a decrease in employee performance, [40]. Both intrinsic and extrinsic motivation influence employee behavior and overall, performance, [41].

Many motivational models and theories (Maslow's Hierarchy of Needs or Alderfer's ERG theory), justify the concept of intrinsic and extrinsic motivation in different situations, [42], [43]. These theories and models help to understand the motivation framework, and also address the needs of employees' motivation to increase employees' performance and overall organizational performance, [44]. So, organizations should focus on employees both intrinsic and extrinsic motivation and create a healthy environment, facilitate employees, compensate the employee achievements, and more focus on leaders and employee relations. Overall, both intrinsic and extrinsic motivation factors, impact employees' performance and productivity.

To conclude the concept of employee motivation based on both intrinsic and extrinsic

motivation, has significantly impacted employee performance. So, organizations should focus more on improving performance by motivating the workforce, and considering the needs of their employees.

5 Employee Engagement

Employee engagement is explained as the mental and emotional dedication of employees, that shows their organization and their allocated tasks. Employee engagement encompasses an employee's dedication to their work, their vigor and vitality in doing their duties, and their active involvement and attentiveness to everyday responsibilities. The idea, which was first put forth by [45], highlights how crucial it is for workers to connect and feel psychologically present with their managers and coworkers. This idea has evolved as a result of further research.

Employee engagement is commonly defined as the state in which workers exhibit emotional attachment, positive traits like vitality, excitement, and cooperation, as well as mental and physical dedication to the success of their firm. Employee engagement is a metric that assesses how employees feel and behave in relation to certain attitudes, [46], [47].

The relationship between employee engagement and performance has been demonstrated by research, as engaged workers perform better on the job and are less likely to quit, [48], [49]. Moreover, there is a correlation between it and favorable business consequences including increased revenue, improved client contentment, and increased staff retention, [50], [51].

The knowledge of employee engagement is aided by a number of theoretical frameworks. According to the Social Exchange Theory, pleasant interactions lead to higher levels of engagement and a mutually beneficial connection between an employer and employee is the source of engagement, [52]. Employee behaviors are influenced by both internal and external motives, according to the Self-Determination Theory, whereas the Social Cognitive Theory concentrates on the impact of personal effectiveness beliefs on engagement, [53], [54].

Employee engagement, a multifaceted and consequential notion, denotes workers' whole commitment to their jobs. It stands out for its dedication, zeal, and immersion—qualities that have a major positive impact on people and businesses. To promote active engagement, supportive leadership must be established, an engaged

organizational culture must be fostered, and employee welfare and satisfaction must be given top priority in policy implementation. Employees who are committed to their work boost performance, foster creativity, and are devoted to their employers. Companies that understand and take advantage of the different aspects of employee engagement might obtain a competitive edge in the market, [55].

6 Emotional Intelligence

Emotional intelligence is the ability of a person to recognize, understand, control, and use emotions in a skillful way in a variety of situations. Thanks in large part to Goleman's Emotional Intelligence Theory, the idea that psychologists Salovey and Mayer first proposed in the 1990s came to public notice. These days, emotional intelligence is used in a wide range of industries, including business, education, and leadership, having transcended its psychiatric roots, [56], [57].

Perceiving emotions, integrating emotion-related events, understanding the meaning that emotions transmit, and regulating emotions for adaptive behavior and problem-solving are all part of the Salovey and Mayer model of emotional intelligence, [58], [59], [60]. These skills were then integrated into a four-branch framework that covered recognition, support, understanding, and emotional regulation, [61], [62], [63].

Through the incorporation of personality traits with traditional cognitive abilities, Goleman's Theory advanced the idea of emotional intelligence. Goleman's Theory put forth a hybrid model that links performance—more especially, leadership and organizational effectiveness—to emotional intelligence. Empathy, motivation, self-regulation, self-awareness, and social skills are the five elements of emotional intelligence that Goleman identified. The effectiveness of people in the job and in social situations is greatly influenced by these variables, [64].

Research demonstrates that emotional intelligence and performance in a variety of contexts are strongly correlated, moving from the theoretical to the practical implications. Thought, emotion, and behavior are affected, and these, in turn, have an impact on performance, [65], [66]. Employee productivity and creativity are expected to increase in today's complicated work situations, which calls for excellent emotional management and emotional intelligence, [67].

Goleman and other emotional intelligence theorists contend that emotional intelligence goes beyond the capacity for emotional awareness and

regulation by stressing its practical applications. It highlights how emotional intelligence may be used practically in a variety of contexts to produce favorable results. Goleman's Theory underscores the importance of emotional intelligence in driving business and organizational success in the 21st century.

Moreover, [68], theory offered the distinction between social intelligence with regard to relationships and emotional intelligence with regard to personal capabilities, highlighting the importance of interpersonal skills in addition to self-management.

Ultimately, the ability to manage one's emotions well becomes crucial for both professional and personal success. Emotionally intelligent people may successfully negotiate difficult emotional situations, build better bonds with others, and succeed in a variety of personal and professional endeavors. With increased recognition of its value, emotional intelligence becomes a focus for nurturing future leaders, enhancing employee productivity, and fostering healthier work environments. Ultimately, emotional intelligence is a critical predictor and facilitator of performance, satisfaction, and achievement.

7 Conceptual Framework

The study's conceptual framework presents a comprehensive model that examines the connections among employee motivation, engagement, emotional intelligence, and performance in the telecommunications industry in Oman. This paradigm is based on four primary theories: Contingency Leadership Theory, Need Theory (Maslow's Hierarchy of Needs), Social Exchange Theory, and Goleman's Emotional Intelligence Theory.

The Contingency Leadership Theory posits that the efficacy of a leader is contingent upon the specific context of the situation and the leadership style they choose to employ. This study identifies transformational leadership as a mediating factor that affects both employee behavior and output. It promotes motivation and engagement through forward-thinking tactics and enhances performance by giving employees more authority and control.

The Need Theory posits that motivation is fueled by an individual's pursuit to satisfy a range of psychological and bodily needs. Within the workplace, this implies that meeting employees' fundamental needs and enabling the pursuit of more

advanced demands serve as motivation for them to attain and sustain high levels of performance.

Social Exchange Theory suggests that human connections are established by evaluating the subjective costs and benefits and comparing them with other available options. When applied to this study, it suggests that employees respond to the support and appreciation they receive from their organization by becoming more engaged and committed to achieving the organization's goals, which ultimately results in improved performance.

Goleman's theory on Emotional Intelligence emphasizes that emotional intelligence is a crucial determinant of performance in professional environments. Individuals who possess a high level of emotional intelligence are able to effectively handle difficulties that arise in the workplace, work well with colleagues, and generally achieve a higher level of performance.

Using these theories as a basis, the conceptual framework posits that transformational leadership is the key to directing the effects of engagement, motivation, and emotional intelligence in the direction of improving worker performance. By attending to individual needs, creating a supportive environment, and promoting intellectual stimulation, this paradigm contends that transformational leadership raises employee motivation. Improvement in performance is therefore mostly driven by internal factors like job happiness, recognition, and opportunities for professional progress. When workers feel that their employer values and supports them, they are more engaged at work, which strengthens their sense of purpose and boosts productivity. Moreover, connections among employees, their capacity for adaptation, and their conduct at work are all greatly impacted by emotional intelligence, and these factors in turn have a substantial impact on the effectiveness of performance.

A work environment led by transformational leaders is made possible by the confluence of these factors in Oman's telecom industry. To get the best output possible, these managers recognize and capitalize on their employees' motivation, engagement, and emotional intelligence. When evaluating transformational leadership, it is essential to develop tactics that will improve employee motivation, involvement, and emotional intelligence. The proposed conceptual framework is illustrated in Figure 1.

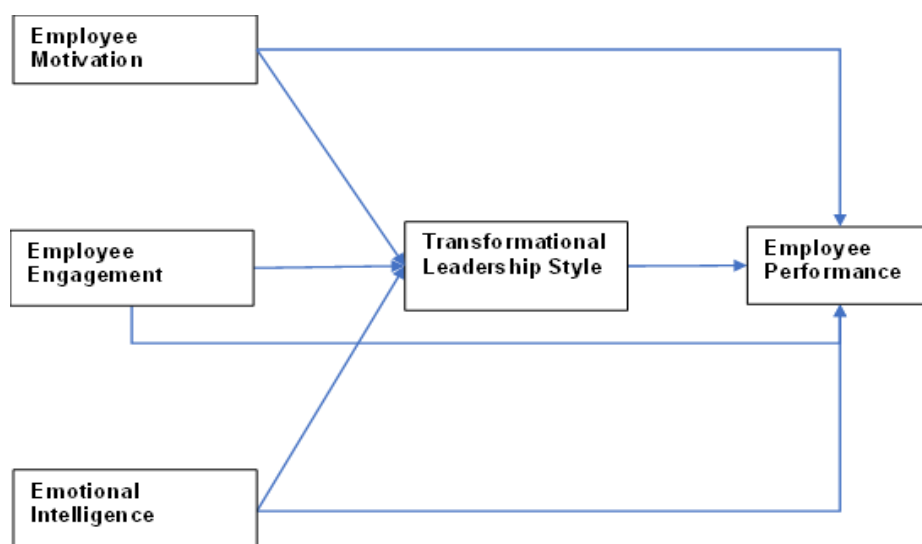


Fig. 1: Proposed Conceptual Framework

8 Discussion

Existing research emphasizes a robust correlation between motivation, employee engagement, emotional intelligence, and transformational leadership, all of which collectively influence employee performance in businesses. Many factors, such as the job's characteristics, opportunities for advancement, remuneration, work atmosphere, and interpersonal connections, impact motivation, which serves as the primary driving force. Employee motivation is considerably increased and performance significantly improves when firms are able to optimize these traits.

Energized, committed, and feeling deeply a part of one's work are the characteristics of employee engagement, a concept strongly related to motivation. Employees who are truly engaged exhibit higher efficiency, satisfaction, and connection with the organization's goals and values, resulting in improved outcomes.

Emotional intelligence is of comparable importance and encompasses skills such as self-awareness, self-regulation, empathy, and adept management of social complexities. High emotional intelligence employees are capable of making excellent decisions, handling interpersonal relationships with ease, and greatly increasing the effectiveness of the firm as a whole.

The key to motivating and empowering staff members to increase their commitment, satisfaction, and output is transformational leadership. A company that has a transformational CEO will ultimately have a successful atmosphere that promotes innovation, proactivity, and creativity. They increase the effect that employee performance

has on engagement, motivation, and emotional intelligence.

According to the research, transformational leadership plays a critical role in inspiring people by articulating compelling goals and praising individual achievements, which in turn creates a culture where performance standards are exceeded. It is within the power of transformational leaders to foster work cultures that encourage high levels of employee engagement.

Furthermore, the correlation between employee engagement and transformational leadership indicates a win-win relationship in which engaged workers are open to receiving transformational leadership and these leaders are very good at encouraging engagement.

It is imperative that organizations recognise the importance of cultivating leaders who possess transformative qualities. In order to cultivate a workforce that is motivated, engaged, and achieves at a high level, companies should make it a priority to invest in training courses that especially focus on enhancing emotional intelligence and transformational abilities.

This research holds great importance for the telecommunications sector in Oman as it offers a blend of academic and practical knowledge to enhance employee performance to its fullest potential. Theoretical frameworks such as contingency leadership theory, Goleman's emotional intelligence theory, need theory and social exchange theory provide a complete structure for understanding and enhancing employee performance.

The research highlights the benefits of leaders who can successfully explain visions, establish

favorable settings, place a high value on individual successes, and underscores the crucial role of transformative leadership in the sector. The statement underscores the significance of employee engagement and urges leaders to foster cultures that are self-assured, autonomous, and cooperative. The presence of leadership skills cultivates the work environment and increases emotional intelligence and overall employee performance.

9 Conclusion

This study provides recommendations for the telecom industry to enhance employee performance based on the proposed conceptual framework. This study also discussed in detail the theoretical link of factors in the proposed conceptual framework based on Goleman's theories of emotional intelligence and contingency leadership theories. Based on recommendations of this study organizations can establish dynamic work environments that enhance the overall employee's performance.

This study also highlights the importance of transformational leadership as a mediating variable between employee motivation, engagement, and emotional intelligence toward employee performance. Transformational leadership inspires and motivate employees to bring value to the organizational performance overall.

Moreover leaders, strategically handle the emotional demands of employees to make strong relations with them to improve their emotional intelligence. Furthermore, it highlights how one of the most important strategic objectives is to create a dynamic workplace that puts employee empowerment, career opportunities, and cooperation first.

The Oman telecom sector can provide a workforce that is driven, devoted, and productive by putting transformational leadership into practice, emphasizing emotional intelligence, and creating a welcoming environment. This will ultimately enable them to gain a competitive edge in the global market.

Declaration of Generative AI and AI-assisted Technologies in the Writing Process

During the preparation of this work the authors used Quillbot AI / Paraphrasing, editing and Grammar checking in order to improve the readability and the language of the manuscript. After using this tool/service, the authors reviewed and edited the content as needed and takes full responsibility for the content of the publication.

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- Salim Mohammed Ba Omar formulated the conceptualization, conducted data curation, developed the methodology, and wrote the original draft.
- Muhammad Khairul Islam provided overall supervision and managed project administration.

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