

# 변혁적 리더십과 거래적 리더십이 직무성과에 미치는 영향

양 염\*, 심재연\*\*

중국 인재연구회 금융인재위원회 부비서장\*, 세한대학교 경영학과 교수\*\*

## The Impact of Transformational and Transactional Leadership on Job Performance

Yan Liang\*, Jaeyeon Sim\*\*

Vice General Secretary, Financial Talents Committee of Talents Research Association of China\*

Professor, Dept. Of Management, Sehan University, Korea\*\*

**요약** 본 논문의 목적은 거래적 리더십과 변혁적 리더십 유형이 직무성과에 미치는 영향을 분석하는 것이다. 본 연구는 설문조사와 통계분석을 통해 세 변인 간의 관계를 분석하였다. 연구대상은 은행직원이며, 설문조사는 온라인 설문지를 통한 임의표본추출방법으로 진행되었다. 자료는 SPSS 28.0을 사용하여 통계분석하였으며, 빈도분석, 신뢰도 및 타당도 분석, 상관관계분석, 회귀분석을 실시하였다. 연구결과는 변혁적 리더십이 혁신을 촉진하고 직원들의 사기를 진작시켜 직무성과를 유의하게 향상시킬 수 있음을 보여주었다. 반대로 거래적 리더십은 규칙과 절차를 지나치게 중시하고 상벌제도가 엄격하여 직원들의 혁신역량을 제한하고 직원들의 만족도를 떨어뜨려 직무성과에 부정적인 영향을 미치는 것으로 나타났다. 본 논문은 리더십 유형이 조직 유효성에 미치는 영향을 파악하고, 리더십 이론을 발전시키며, 조직의 경영의사결정에 이론적인 논거를 제공하는데 그 의의가 있겠다.

**주제어:** 변혁적 리더십, 거래적 리더십, 직무성과, 영향연구, 사회교환이론

**Abstract:** The objective of this thesis is to analyze the impact of transactional and transformational leadership styles on job performance. This research employs questionnaire surveys and statistical analysis to examine the relationships among the three variables. The subjects of this thesis are bank employees, and the survey was conducted using a random sampling method via online questionnaires. Data was statistically analyzed using SPSS 28.0, which included frequency analysis, reliability and validity analysis, correlation analysis, and regression analysis. The findings indicate that transformational leadership can significantly enhance job performance by encouraging innovation and boosting employee morale. Conversely, transactional leadership, with its excessive emphasis on rules and procedures and a strict reward and punishment system, may limit employees' innovative capabilities and reduce their satisfaction, thus negatively affecting job performance. This thesis contributes to understanding the impact of leadership styles on organizational effectiveness, advancing leadership theories, and providing theoretical support for organizational management decisions.

**Key Words :** Transformational Leadership, Transactional Leadership, Job Performance, Impact Study, Social Exchange Theory

Received 03 Jul 2024, Revised 17 Jul 2024

Accepted 23 Jul 2024

Corresponding Author: Jaeyeon Sim  
(Sehan University)

Email: simjy@sehan.ac.kr

ISSN: 2466-1139(Print)

ISSN: 2714-013X(Online)

□ Industrial Promotion Institute. All rights reserved. This is an open-access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/3.0>), which permits unrestricted non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

## 1. Research Background

In today's era of high uncertainty and fierce competition, the study of organizational and leadership effectiveness has become a crucial subject of interest in both theoretical and practical domains. As a fundamental unit of an organization and a key function of management, leadership often plays a critical role within the organization. Numerous studies have shown that leadership behavior plays a significant role in employee performance and organizational effectiveness [1]. It can be said that leadership behavior and employee performance are not only directly related to the survival and development of enterprises but also form the basis of overall organizational effectiveness.

Current research on leadership styles often focuses solely on the impact of specific types, such as transformational, transactional, or charismatic leadership, on employee identification and behavior. As research into leadership styles has deepened, scholars both domestically and internationally have recognized that early studies overlooked the diversity of leadership behavior. Leaders' characteristics are not as singular as early scholars assumed; many leaders in management practice often employ more than one management style. Scholars have found that a composite leadership style is more effective than a single style.

The dual-focused leadership style of transformational and transactional leadership combines both transformational and transactional leadership. Simply put, transactional leadership emphasizes work roles and the exchange of benefits, while transformational leadership focuses on transcending interests and inspiring visions [2]. From a theoretical and logical perspective, transformational leadership is more likely to gain subordinates' approval and following, and better stimulates their potential and performance. Transactional leadership, focusing on the exchange of benefits, can adversely affect employee morale if improperly implemented. This is a crucial yet

often overlooked issue in understanding the dual-focused leadership of transformational and transactional styles.

When studying the impact of transformational and transactional leadership on job performance, exploring the moderating role of gender is crucial because gender not only affects employees' perceptions of leadership styles but may also determine the effectiveness of these styles. Female employees may respond more positively to the affinity and supportiveness of transformational leadership [3], as this leadership style emphasizes emotional communication and interaction, which are strengths commonly exhibited by women in social interactions. Thus, under transformational leadership, the job performance of female employees may be significantly enhanced. For transactional leadership, male employees may react more visibly to a direct and clear reward structure, making them more likely to thrive in a competitive and goal-oriented work environment [4]. Therefore, under the influence of transactional leadership, the job performance of male employees may be more significantly improved. Overall, gender as a moderating variable significantly influences the relationship between leadership styles and job performance. Understanding and applying this dynamic can help organizations implement leadership strategies more effectively, catering to the needs of employees of different genders, thereby enhancing overall job performance and employee satisfaction.

Thus, this thesis integrates existing research to explore the relationship between dual-focused transformational and transactional leadership and subordinate job performance, in hopes of advancing leadership theory and providing theoretical support for organizational management decisions.

## 2. Related concepts

### 2.1 Transformational Leadership

Transformational leadership, the most notable, frequently studied, and widely examined leadership style since the 1970s, is also one of the most important

concepts in leadership style theory. This section will review the meaning, dimensions, and theories of transformational leadership.

Transformational leadership was first introduced in 1973 in the book "Rebel Leadership" by researcher Downtown [5]. Dijk et al. [6] defined transformational leadership as the leader's ability to influence others' values, attitudes, beliefs, and behaviors through cooperation with others or on their own, thereby achieving organizational missions and goals. Muenjohn & Armstrong [7], in their studies on transformational leadership, defined it as a series of processes involving implementing change and changing others (subordinates), which not only involves the formation of emotions and the transmission of values but also involves the planning of long-term development. Although there are some differences in these descriptions, they largely align with the framework of transformational leadership theory designed and constructed by Bass et al. [8].

In summary, transformational leaders lead by example, accurately grasp and articulate organizational visions, guide and supervise subordinates to actively perform their duties and dare to exceed expectations, trust subordinates and empower them, ultimately serving the realization of a common vision. This thesis aligns with Bass's definition of the content of transformational leadership.

## 2.2 Transactional Leadership

Transactional leadership was formally introduced by Burns in his 1978 book "Leadership." He understood transactional leadership as a transactional method where leaders reward employees for their contributions (to the organization) to inspire their morale and serve the achievement of common goals. Wu & Zhao define transactional leadership as leaders rewarding or punishing employees based on their performance, maintaining a contractual relationship between the two parties [9].

In summary, this thesis defines transactional

leadership as follows: to encourage subordinates to achieve established work goals more efficiently, leaders comprehensively use methods such as accurately positioning employee roles, clarifying job requirements, and elucidating organizational visions. This leadership style, built on the basis of interest exchange, is what is referred to as transactional leadership.

## 2.3. Job performance

Employee job performance has always been a focal point in the field of human resource management, presenting three different views on the core content of employee performance: outcome-based, behavior-based, and a comprehensive view.

### (1) Outcome-based View of Employee Performance

The outcome-based view focuses on the work results achieved by employees within a certain work period, examining the completion of a task or job, specifically manifested as output, outcomes, or achievements. However, the outcome-based view of employee performance faces some issues. Employee performance is multifactorial and influenced by various factors from others and the environment. Focusing solely on the final output may negate the employee's effort and process, leading to erroneous judgments, thus dampening their work enthusiasm and engagement. Additionally, focusing solely on results can lead employees to engage in shortsighted behaviors that seek immediate benefits, which could negatively impact the enterprise and harm its long-term strategic development.

### (2) Behavior-based View of Employee Performance

The behavior-based view emphasizes that employee job performance is a behavior or behavioral process, examining the observable behaviors during the completion of a task or job. This perspective is currently a popular definition of employee performance content. According to Borman & Motowidlo [10], employee job performance is a set of behaviors highly

linked to the goals of the organization or the individual's working organization. However, the behavior-based view also faces some issues. Not all employee behaviors related to the organization can be included in job performance. Additionally, the measurability and observability of behaviors included in job performance vary significantly, making some behaviors difficult to assess. Consequently, scholars propose a comprehensive definition of employee performance that combines multiple dimensions such as results, behaviors, and capabilities.

### (3) Comprehensive View of Employee Performance

The comprehensive view of employee performance has a broader content, considering employee qualities, behavioral processes, and outcome results as complementary systems. Attributes such as attitude, motivation, learning, and innovation are also included in the definition of employee performance [11]. Employee quality refers to the stable inherent capabilities that qualify an individual for a job; behavior is the action taken by an employee based on their capabilities to achieve tasks and goals; and results are the actual contributions made by an employee towards job tasks and organizational goals. The comprehensive view enriches the content of employee performance, better explaining real phenomena, and its broad definition is more widely accepted.

## 3. Theoretical Foundations

### (1) Social Exchange Theory

Social Exchange Theory originated in 1938, proposed by Barnard, and later supplemented and refined by numerous scholars. It posits that employees form and maintain a relatively stable exchange relationship by providing personal labor in return for certain compensation from their organization. Banks et al. categorized exchange behaviors into two types in their studies: economic exchange, which relies on

specific behaviors, the quantity of exchanged items, and timing agreements, and social exchange, which is based on voluntary actions founded on trust [12].

### (2) Path-Goal Theory

Path-Goal Theory, introduced by Robert House in 1971, is a leadership contingency theory that clarifies the core tasks of leaders, which are to facilitate the achievement of subordinates' goals while ensuring these goals align with organizational objectives. Successful leaders not only clarify organizational goals but also support subordinates in achieving their own goals and facilitate their access to corresponding rewards, thereby stimulating subordinates' enthusiasm for work. This leads to high performance and high returns, continuously enhancing subordinates' loyalty to the leader and the company. In this theory, the core task of leaders is manifested in the clear and rational definition of employee roles, scientific planning of subordinates' work goals and accompanying rewards, and providing support for the smooth advancement of subordinate work.

## 4. Research Methods

### 4.1 The Relationship between Transformational Leadership, Transactional Leadership, and Job Performance

Transformational leadership plays the role of advisor and coach in management, focusing on subordinates' achievement needs, career development needs, and competencies. It helps subordinates face work challenges, enhances their resilience to stress and adversity, boosts their self-efficacy, and stimulates their intellect. This increases their confidence in completing work tasks and actively helps them turn work challenges into developmental opportunities [13].

Transactional leadership behavior is based on a reward and punishment mechanism, primarily relying on task completion and goal achievement to provide rewards or execute punishments. Although this

leadership style might stimulate employee enthusiasm in the short term, it could have a negative impact on employee behavior in the long term [14].

Transformational and transactional leadership are two distinct styles. Transformational leaders, through their charisma and strong personal will, can paint a promising future vision for the organization, motivate employees to transcend personal interests, focus on collective goals, and in the process, uncover their own potential to achieve above expectations. They also act as advisors and coaches, focusing on employees' achievement needs and career development, enhancing their abilities and confidence to face work challenges. In contrast, transactional leadership relies on a reward and punishment mechanism, emphasizing task completion and goal achievement. This style may boost employee enthusiasm in the short term but could lead to a lack of decision-making involvement in the long run, thus affecting team morale and work efficiency. Transformational leadership emphasizes employee interaction and team collaboration, while transactional leadership focuses more on outcomes. However, over-reliance on transactional leadership could have a negative impact on organizational culture.

Based on the above analysis, the following research hypotheses are proposed in this thesis:

H1: Transformational leadership has a significant positive impact on job performance.

H2: Transactional leadership has a significant negative impact on job performance.

The different genders of employees may affect their perception of leadership styles and disrupt the relationship between leadership style and job performance. Beer et al. suggested that male employees are more concerned with material aspects, which enables them to clearly see the link between rewards and job performance [15]. Cohen noted that female employees, who pay more attention to interpersonal relations and skill development, are more likely to value non-monetary aspects [16]. Sparrow & Wu also confirmed through research that women value

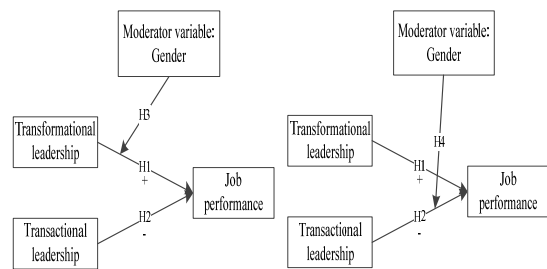


Figure 1 Research model

welfare, interpersonal relations, care, empathy, and quality of life more, and are more concerned with a "soft work culture" [17]. However, differing opinions exist, as domestic scholar Liang in her study on post-80s employees of different genders indicated that gender does not play a moderating role in non-material factors influencing turnover intention [18]. Yang in his analysis of the impact of e-commerce live streamers' characteristics on customer word-of-mouth recommendation intentions noted that customer gender played a moderating role in the impact path of some characteristics of e-commerce live streamers [19]. Overall, gender affects employees' perception and preference for leadership styles, leading to different impacts on job performance.

Therefore, based on the above analysis, the following research hypotheses are proposed in this thesis:

H3: Gender plays a moderating role in the mechanism of transformational leadership's impact on job performance.

H4: Gender plays a moderating role in the mechanism of transactional leadership's impact on job performance.

The research model constructed is shown in Figure 1.

## 4.2 Research Tools and Subjects

### (1) Research Tools

The measurement of transformational leadership style uses the scale developed by Avolio et al., consisting of 20 items, including statements such as: "I

am proud to be led by my leader," "The leader is influential and confident," "The leader is a model of ethical standards," "The leader is concerned about individual members' development."

The measurement of transactional leadership style uses the scale developed by Avolio et al., consisting of 8 items, including statements such as: "The leader clearly rewards achievements," "The leader recognizes members' accomplishments," "The leader rewards members' achievements," "The leader pays attention to members' mistakes."

The job performance scale utilizes a two-dimensional measure developed by Borman et al. [20], which includes task performance and contextual performance with a total of 10 items, including statements such as: "I always complete my work according to regulations," "The leader is satisfied with the work I complete," "I actively cooperate with team members' work."

(2) Research Subjects

This thesis employed a quantitative research method using questionnaires distributed and collected online due to space and time constraints. The subjects of this thesis are bank employees, and the survey was conducted using a random sampling method. The survey was conducted from October 20 to October 30, 2023, over a period of 11 days. A total of 230 questionnaires were collected, of which 19 were deemed invalid due to obvious regularity patterns and overly short completion times, leaving 211 valid questionnaires. SPSS 28.0 was used for frequency analysis, reliability and validity analysis, correlation analysis, and regression analysis to test the research hypotheses.

5. Research Results

5.1 Demographic Analysis

Frequency analysis based on the collected questionnaire data was conducted, with the results

presented in Table 1.

Table 1 Summary of Demographic Characteristics

Total Items	Classification	Number	Percentage
Gender	Male	120	56.87%
	Female	91	43.13%
Age	30 years and below	102	48.34%
	31-40 years	75	35.55%
	41-50 years	26	12.32%
	51 years and above	8	3.79%
Education	College and below	24	11.37%
	Bachelor	141	66.82%
	Master and above	46	21.80%
Working experience	Less than 1 year	4	1.90%
	1-5 years	35	16.59%
	6-10 years	68	32.23%
	11-20 years	61	28.91%
Position	21 years and above	43	20.38%
	Grassroots employees	162	76.78%
	Grassroots managers	43	20.38%
	Middle managers	6	2.84%

5.2 Reliability analysis

This thesis uses the consistency coefficient of Cronbach  $\alpha$  to analyze reliability, and the analysis results are shown in Table 2.

Table 2 Reliability analysis

Variable	Dimension	Number of questions	Cronbach's Alpha
Leadership style	Transformational leadership	20	0.728
Job performance	Transactional leadership	8	0.811
		10	0.843

Based on the results shown in Table 2, it can be seen that the scales for transformational leadership style, transactional leadership style, and job performance have relatively high reliability, with all factor alphas exceeding 0.7. According to the reliability results mentioned above, the questionnaire scales used in this thesis are relatively trustworthy.

### 5.3 Correlation Analysis

In this thesis, Pearson correlation analysis is used to measure the relationships between variables, as specifically shown in Table 3.

**Table 3 Variable Correlation**

Variable	Transformational leadership	Transactional leadership	Job performance
Transformational leadership			
Transactional leadership	.404**		
Job performance	.359**	.243**	

Note: \*\*Significant at the .01 level(two-tailed)

From the correlation analysis in Table 3 above, it is evident that there are significant correlations between the various dimensions of different variables. This provides a favorable analytical basis for conducting regression analysis on the predictive effects among the three variables: transformational leadership style, transactional leadership style, and job performance.

Personal information variables (gender, age, education, work experience, position) are entered in the first layer of the regression model (Model 1), and then job performance is entered in the second layer of the regression model (Model 2). Each layer employs a hierarchical regression method to predict leadership styles. The analysis results are shown in Table 4.

Based on the analysis in Table 4, it is evident that transformational leadership style has a significant positive impact on job performance, while transactional leadership style has a significant negative impact on job performance. Therefore, Hypotheses H1 and H2 are supported.

#### (2) The Moderating Role of Gender

This section explores whether the relationship between transformational leadership style, transactional leadership style, and job performance is moderated by gender. The analysis of the moderating effects is shown in Tables 5 and 6.

**Table 4 Regression analysis**

Variables	Independent Variable								
	Transformational leadership				Transactional leadership				
	Model 1		Model 2		Model 1		Model 2		
	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	
Gender	-.088	-1.423	-.112	-1.421	.045	.324	.057	.964	
Age	.076	1.086	.140	1.453	.108	2.501*	.146	2.825**	
First level	Education	.129	2.403	.131	2.671**	.041	1.789	.076	2.856**
	Working experience	.053	3.011***	.074	3.542***	.072	1.627	.088	1.347
	Position	.171	1.671	.121	1.302	.114	1.024	.153	2.784**
Second level	Job performance			.249	2.875**			-.167	-2.836**
	F	6.615***		24.253***		5.448***		17.653***	
	$\Delta R^2$			.243				.314	
	R <sup>2</sup>	.308		.551		.275		.589	

Note: \*\* Significant at the .01 level (two-tailed); \*\*\* Significant at the .001 level (two-tailed).

### 5.4 Regression Analysis

(1) The Relationship between Transformational Leadership Style, Transactional Leadership Style, and Job Performance

A traditional hierarchical regression analysis is used.

From Tables 5 and 6, it is apparent that in Model 1, without considering gender as a moderating factor, transactional leadership style shows a significant positive impact on job performance, while transactional leadership style shows a significant negative impact. In

Model 2, interaction terms between gender and transformational leadership style, as well as gender and transactional leadership style, were added. The results show that these interaction terms are not significant at the 0.05 level, indicating that gender does not have a moderating effect on the impact of transformational and transactional leadership on job performance. Therefore, Hypotheses H3 and H4 are not supported.

### 5.5 Discussion and Analysis

(1) Research findings of this thesis support Hypothesis H1. The significant positive impact of transformational leadership on job performance reflects

and personal care, and encouraging innovation and creative thinking. Furthermore, transformational leadership effectively addresses rapid changes in the work environment and organizational challenges, as it emphasizes flexibility and adaptability. Through this leadership style, communication and collaboration among employees are enhanced, thereby improving the team's overall problem-solving capabilities and job performance.

(2) Research findings of this thesis support Hypothesis H2. The transactional leadership style, based on conditional rewards, does not favor long-term performance and motivation of employees in the study

**Table 5 Test of the moderating effect of gender on the impact of transformational leadership style and job performance**

	Model 1				Model 2			
	B	$\beta$	t	p	B	$\beta$	t	p
Constant	2.001		12.233	0.000	1.173		1.745	0.054
Transformational leadership	0.335	0.249	2.875	0.000	0.486	0.331	2.535	0.008
Gender	0.340	0.705	.131	0.000	0.881	1.667	2.305	0.016
Interaction term (Transformational leadership * Gender)					-0.286	-1.205	-1.315	0.175
R <sup>2</sup>			0.753				0.759	
Adjusted R <sup>2</sup>			0.638				0.641	
F			F=343.167, p=0.000				F=227.165, p=0.000	

Dependent Variable: Job Performance

**Table 6 Test of the moderating effect of gender on the impact of transactional leadership style and job performance**

	Model 1				Model 2			
	B	$\beta$	t	p	B	$\beta$	t	p
Constant	0.453		3.328	0.001	0.164		0.365	0.673
Transactional leadership	-0.368	-0.167	17.083	0.000	-1.536	-0.775	5.474	0.000
Gender	-0.048	-0.081	-2.116	0.028	0.158	0.278	0.557	0.568
Interaction term (Transactional leadership * Gender)					-0.104	-0.408	-0.743	0.443
R <sup>2</sup>			0.598				0.603	
Adjusted R <sup>2</sup>			0.572				0.581	
F			F=343.167, p=0.000				F=343.167, p=0.000	

Dependent Variable: Job Performance

how leaders can motivate and inspire employees to enhance overall work performance. Such leaders typically stimulate employee engagement and commitment by shaping visions, providing motivation

group. Transactional leadership, usually focused on task completion and goal achievement and emphasizing reward and punishment mechanisms, leads employees to overly focus on short-term goals at the expense of



innovation and personal growth. This style of leadership may suppress employees' intrinsic motivation, as they might feel treated as transactional tools rather than integral team members. Additionally, when rewards are no longer provided, employees' motivation may quickly diminish, impacting their job performance.

(3) Research findings of this thesis indicate that Hypothesis H3 is not supported. This result suggests that the effects of transformational leadership are relatively consistent across different genders, having a positive impact on job performance for both male and female employees without significant gender differences. This is inconsistent with the findings of Shao et al. [21], who noted that gender socialization and expectation differences impact employees' perceptions and enactments of leadership behaviors. However, it aligns with the research by Wang et al. [22]. Research shows indicate that transformational leadership is universally applicable across genders within the study group and can be effectively implemented without overly focusing on gender differences. Instead, more attention should be given to the quality and consistency of leadership behaviors during implementation.

(4) Research findings of this thesis indicate that Hypothesis H4 is not supported. This result suggests that the effects of transactional leadership are relatively consistent across different genders, having a positive impact on job performance for both male and female employees without significant gender differences. The results mean that transactional leadership impacts job performance similarly, regardless of whether the employee is male or female, as the fundamental characteristics of transactional leadership—reward and punishment mechanisms—are universally applicable across genders. Employees' reactions and job performance do not vary significantly with gender differences, which may prompt organizations using

transactional leadership strategies to focus more on how rewards and punishments are effectively implemented to ensure fair impact on all employees. This aligns with the findings of Kara et al. [23], which suggest that gender does not significantly moderate the effects of transactional leadership strategies. The study emphasizes the need to consider other factors, such as organizational culture and employees' personal values, when implementing transactional leadership approaches.

## 6. Research Conclusions

This thesis confirms that transformational leadership style has a significant positive impact on job performance, while transactional leadership style has a significant negative impact on job performance.

From the perspective of Social Exchange Theory, transformational leaders often establish fair and reciprocal exchange relationships, encouraging employees to utilize their innovative capabilities and self-motivation, thereby enhancing job performance. This leadership style focuses on developing deep emotional connections and trust with employees, supporting their growth by providing vision and resources, making it more likely to result in positive job performance. From the Path-Goal Theory perspective, transformational leaders focus on clarifying goals and providing the necessary resources and support to achieve these goals. Such a leadership style helps create a more positive, innovation-supportive work environment, thereby enhancing job performance. In contrast, transactional leaders may overemphasize processes and rules, limiting employees' autonomy and negatively impacting job performance.

Transformational leaders primarily focus on changing the current state of the organization and creating a better future. They often inspire employees' spirit of innovation and promote individual and team growth through challenges and motivational

mechanisms. The significant positive impact of transformational leadership style on job performance includes aspects such as enhancing employee morale and driving innovation. In terms of enhancing morale, by encouraging innovation and personal growth, transformational leaders can increase employee satisfaction and commitment, thereby improving overall job performance. In terms of driving innovation, under the influence of transformational leadership, employees are more willing to accept new ideas and methods, which can lead to better outcomes.

Transactional leaders focus primarily on the stable operation of existing systems and processes. They often manage employees through reward and punishment systems, emphasizing adherence to rules and procedures. The significant negative impact of transactional leadership style on job performance includes factors such as a lack of innovation and low employee satisfaction. In terms of a lack of innovation, because transactional leaders overly emphasize the adherence to rules and procedures, they may limit employees' ability to innovate and their cognitive flexibility, thereby reducing job performance. In terms of low employee satisfaction, a strict reward and punishment system may make employees feel pressured, thus reducing their satisfaction and commitment.

## References

- [1] Bonner J. M., Greenbaum R. L., & Mayer D. M. My boss is morally disengaged: The role of ethical leadership in explaining the interactive effect of supervisor and employee moral disengagement on employee behaviors[J]. *Journal of Business Ethics*, 2016, 137(4): 731-742. <https://doi.org/10.1007/s10551-014-2366-6>
- [2] Avolio B. J., Bass B. M., & Jung D. I. Re-examining the components of transformational and transactional leadership using the multifactor leadership[J]. *Journal of Occupational and Organizational Psychology*, 1999, 72(4): 441-462. <https://doi.org/10.1348/096317999166789>
- [3] Liu R.. The impact of transformational leadership on challenging organizational citizenship behavior of new generation employees [D]. Guangxi Normal University, 2021. DOI:10.27036/d.cnki.ggxsu.2021.000312.
- [4] Tao Z. Exploring the path for women to step out of the "leadership maze" based on the "four levels" navigation [J]. *Heilongjiang Human Resources and Social Security*, 2022, (14): 143-145. DOI:10.16364/j.cnki.cn11-4907/j.2022.14.015.
- [5] Downtown I V. Ir.. Rebel leadership[M]. New York: Free Press, 1973. <https://doi.org/10.1093/isq/sqae059>
- [6] Dijk D V, Kark R, & Matta F, et al. Collective aspirations: Collective regulatory focus as a mediator between transformational and transactional leadership and team creativity [J]. *Journal of business and psychology*, 2021(4):1-36. <https://doi.org/10.1007/s10869-020-09699-z>
- [7] Muenjohn N, Armstrong A. Transformational leadership: The influence of culture on the leadership behaviours of expatriate managers[J]. *International Journal of Business and information*, 2007, 2(2): 265-283. <https://doi.org/10.37609/akya.239>
- [8] Bass B. M., Avolio B. J., & Jung D. I., et al. Predicting unit performance by assessing transformational and transactional leadership [J]. *Journal of Applied Psychology*, 2013, 88(2): 207-218. <https://doi.org/10.1037/0021-9010.88.2.207>
- [9] Wu W, Zhao X. Study on impact of leadership style to knowledge workers' innovation behavior [J]. *Science and Technology Progress and Countermeasures*, 2010 (2): 153-156 DOI: CNKI:SUN:KJJB.0.2010-02-041
- [10] Borman W C, Motowidlo S J. Task performance and contextual performance: The meaning for personnel selection research[J]. *Human performance*, 1997, 10(2): 99-109.

- [https://doi.org/10.1207/s15327043hup1002\\_3](https://doi.org/10.1207/s15327043hup1002_3)
- [11] Ilgen D R, Pulakos E D. The changing nature of performance: implications for staffing, motivation, and development. *frontiers of industrial and organizational psychology*[M]. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104, 1999.  
<https://doi.org/10.1002/hrdq.9>
- [12] Banks G. C., Batchelor J. H., Seers A., et al. What does team-member exchange bring to the party? A met analytic review of team and leader social exchange[J]. *Journal of Organizational Behavior*, 2014, 35 (2) : 273 -295.  
<https://doi.org/10.1002/job.1885>
- [13] Sun M., Zhu F., & Guo J., et al. The impact of transformational leadership on team resilience: A sensemaking perspective[J]. *Management Science*, 2021, 34(3): 27-41.  
DOI: 10.3969/j.issn.1672-0334.2021.03.003
- [14] Young H. R., Glerum D. R., & Joseph, D. L., et al. A meta-analysis of transactional leadership and follower performance: Double-edged effects of LMX and empowerment[J]. *Journal of Management*, 2021, 47(5): 1255-1280.  
<https://doi.org/10.1177/0149206320908646>
- [15] Beers M C, Davenport T H, De Long D W. Successful knowledge management projects[J]. *MIT Sloan management review*, 1998, 39(2): 43.  
[https://doi.org/10.1007/978-3-662-44214-2\\_5](https://doi.org/10.1007/978-3-662-44214-2_5)
- [16] Cohen A, Keren D. Individual values and social exchange variables: Examining their relationship to and mutual effect on in-role performance and organizational citizenship behavior[J]. *Group & Organization Management*, 2008, 33(4): 425-452.  
<https://doi.org/10.1177/1059601108321823>
- [17] Sparrow P, Wu P C. Does national culture really matter? Predicting HRM preferences of Taiwanese employees[J]. *Employee Relations*, 1998, 20(1): 26-56.  
DOI: 10.3969/j.issn.1004-292X.2021.08.010
- [18] Liang Q. Research on the effect of non-material incentives on the turnover intention of post-80s employees [J]. *Technical Economics and Management Research*, 2019 (8): 51-56  
DOI:10.3969/j.issn.1004-292X.2019.08.009.
- [19] Yang P. Research on the impact of e-commerce anchor characteristics on customer reputation recommendation intention: the moderating effect of customer gender [D]. *Lanzhou University of Finance and Economics*, 2022.  
DOI:10.27732/d.cnki.gznzxx.2022.000138.
- [20] Borman W C, Hanson M A, Oppler S H, et al. Role of early supervisory experience in supervisor performance[J]. *Journal of applied psychology*, 1993, 78(3): 443.  
<https://doi.org/10.1037//0021-9010.78.3.443>
- [21] Shao H, Fu H, Ge Y, et al. Moderating effects of transformational leadership, affective commitment, job performance, and job insecurity[J]. *Frontiers in Psychology*, 2022, 13: 847147.  
<https://doi.org/10.3389/fpsyg.2022.847147>
- [22] Wang J, Wang Z, Alam M, et al. The impact of transformational leadership on affective organizational commitment and job performance: the mediating role of employee engagement[J]. *Frontiers in Psychology*, 2022, 13: 831060.  
<https://doi.org/10.3389/fpsyg.2022.831060>
- [23] Kara D, Kim H, Lee G, et al. The moderating effects of gender and income between leadership and quality of work life (QWL)[J]. *International Journal of Contemporary Hospitality Management*, 2018, 30(3): 1419-1435.  
<https://doi.org/10.1108/ijchm-09-2016-0514>

**양 옴 (Yan Liang)**



.2008년 1월: 수도사범대학교 중문학  
학사  
.2019년 8월: 세한대학교 경영학석사  
.2024년 현재, 세한대학교 대학원 경영  
학과 박사과정  
.2024년 현재: 중국 인재연구회 금융인  
재위원회 부비서장  
.관심연구분야: 인적자원관리, 리더십  
.E-Mail: 452844@qq.com

**심 재 연 (Jaeyeon Sim)**



.1985년 2월: 조선대학교 회계학과  
(경영학학사)  
.1990년 2월: 조선대학교 대학원 회  
계학과 (경영학석사)  
.1995년 2월: 조선대학교 대학원 경  
영학과 (경영학박사)  
.1995년~현재: 세한대학교 경영학과  
교수  
.관심연구분야: 회계정보시스템, 정  
부회계, 인적자원관리, 효율성과  
경쟁력 평가  
.E-Mail: simjy@sehan.ac.kr