



# The Impact of Transformational Leadership on Job Performance: The Mediating Role of Mental health «Applied to the Civil Service and Government Development Bureau in the State of Qatar»

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## Abstract

*This study aims to measure the impact of transformational leadership on job performance at the Civil Service and Government Development Bureau in the State of Qatar, while testing the mediating role of psychological health. The study adopted a quantitative approach, using a survey directed at a sample of 300 employees from the Bureau, based on the Krejcie and Morgan formula, with 197 responses received, of which 195 were valid for analysis. The hypotheses were tested using linear regression methods and Structural Equation Modeling (SEM). The results showed that a high level of transformational leadership contributes to improving psychological health ( $\beta = -0.368$ ,  $p = 0.000$ ;  $R^2 = 0.0653$ ) and also leads to an increase in performance levels ( $\beta = 0.069$ ,  $p = 0.030$ ;  $R^2 = 0.0243$ ). Conversely, it was found that increased feelings of hopelessness are associated with lower performance levels ( $\beta = -0.218$ ,  $p = 0.002$ ;  $R^2 = 0.048$ ). In the integrated model, the direct effect of transformational leadership on job performance disappeared ( $\beta = 0.049$ ,  $p = 0.134$ ), while the effect of hopelessness remained statistically significant ( $\beta = -0.053$ ,  $p = 0.019$ ), confirming full mediation of psychological health in the relationship between transformational leadership and job performance. This means that transformational leadership contributes to enhancing job performance not through a direct effect, but through mediating pathways, primarily improving psychological health. The study recommends consolidating transformational leadership practices that enhance job commitment and*

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*developing institutional programs for Mental health as an effective operational entry point to raise performance quality.*

*Keywords: Transformational Leadership, Job Performance, Mental health, State of Qatar.*

## **Introduction**

Current government work environments are witnessing rapid technological and organizational transformations, presenting new challenges for administrative leadership, and making leadership style a critical factor in determining output quality and institutional performance effectiveness. Recent literature indicates that transformational leadership, with its emphasis on employee empowerment, creative motivation, and value-driven behavior change, represents one of the most prominent leadership styles capable of improving performance across various levels within public organizations. Several studies have proven a positive relationship between dimensions of transformational leadership and performance outcomes in government and educational sectors (Al Dhanhani & Abdullah, 2022; Alessa, 2021; Amrullah et al., 2022; Deng et al., 2023).

These results align with findings from other studies regarding the pivotal role of leadership among the factors influencing job performance alongside technology and organizational structure, as effective leadership contributes to enhancing motivation, goal clarity, and facilitating creativity within the work environment.

On the other hand, high job performance cannot be achieved in isolation from employees' psychological health, which is a core element in sustaining productivity and quality performance. Neglecting psychological aspects leads to professional stress and burnout, adversely affecting employee and organizational effectiveness. Relevant literature shows that organizational practices supporting psychological health contribute to improving performance and productivity (Wu et al., 2021; de Oliveira et al., 2023). In light of this, the question arises about the extent to which transformational leadership can enhance job performance by improving employees' psychological health, especially in government institutions that still lack comprehensive policies to promote Mental health.

## **Theoretical Framework and Previous Studies**

### ***Transformational Leadership***

#### **1- Concept of Transformational Leadership**

Transformational leadership is a leadership style that brings about positive change within the organization through inspiration, building a clear future vision, enhancing trust, and motivating continuous innovation and development. The role of the transformational leader extends beyond managing resources and decision-making to changing values and behaviors, directing them towards empowerment, and achieving organizational effectiveness in both public and private sectors, as well as in educational, health, and banking institutions (Al-Badawi & Al-Asmary, 2024; Al-Braiki & Belayed, 2024).

Definitions of transformational leadership have varied across contexts without a unified formulation; however, their common denominator is inspiring employees and aligning developments in the work environment to enhance performance. Transformational leadership is defined as driving employees towards renewal and aligning developments in a manner that improves performance and achieves goals efficiently and effectively (Hamid, 2024). In the educational context, it raises satisfaction and loyalty, motivates effort, and readiness to accomplish tasks (Al-Badawi & Al-Asmary, 2024). It represents a radical and positive change in systems and practices within educational institutions (Al-Braiki & Belayed, 2024). It involves a shared commitment to organizational goals and motivating employees to develop them (Al-Rousan, 2017). It embodies ethical and creative behaviors aimed at continuous development and change, transcending individual concerns (Ghanem & Al-Mirhadi, 2024). It enhances commitment to the vision and its impact on the course of strategic management (Al-Hajri & Abu Qaoud, 2021). It consists of practices based on personal strength, respect, intellectual stimulation, and individual attention (Ramadhani & Saghiri, 2022). It builds a clear vision and motivates individuals towards personal and collective achievement and development (Al-Salmi & Al-Shaibi, 2024). It involves flexibility, empowerment, participation, and ethical values that enhance the organizational climate (Aydin & Al-Qahfa, 2020; Al-Majali, 2022).

Internationally, recent studies have addressed the concept of transformational leadership from multiple angles, highlighting its impact on enhancing organizational relationships and improving performance. (Ystaas et al., 2023) presented transformational leadership as a model exemplifying role modeling and enhancing trust and relationships within the work environment, while (Alessa, 2021) focused on its role in transcending individual interests towards building a shared vision and values that unify individual efforts within the organization. A study by (Deng et al., 2023) showed that transformational leadership contributes to raising performance levels through ethical influence, adopting a future vision, and providing individual support to employees.

Moreover, (Bakker et al., 2023) emphasized the importance of the transformational leader as a positive role model that motivates employees and supports their commitment, whereas (Lee et al., 2023) pointed to the role of transformational leadership in enhancing organizational loyalty and developing professional performance. A study by (Al Dhanhani & Abdullah, 2022) confirmed the effect of transformational leadership in achieving organizational effectiveness through establishing and motivating professional values, while (Howell et al., 2022) highlighted the significance of charisma and strategic vision as pivotal dimensions of this leadership style. A study by (Amrullah et al., 2022) indicated that transformational leadership enhances mutual respect and supports intrinsic incentives, contributing to building trust and loyalty within the organization.

Researchers generally agree on the existence of four main dimensions that form the essence of transformational leadership behavior (Rizq Allah & Taybi, 2019). These dimensions include:

- Idealized Influence: The leader acts as a moral role model that establishes trust, commitment, and organizational identity.
- Intellectual Stimulation: Encouraging critical thinking, challenging assumptions, and reframing problems to create new solutions.
- Individualized Consideration: Understanding individual differences, personal guidance, and skill development to efficiently meet goals.
- Inspirational Motivation: Formulating high expectations and vision, using symbols and clear language to guide efforts and inspire enthusiasm.

The transformational leader possesses several characteristics, including: delegation of authority, empowerment of decision-making within the operational scope to reduce routine and speed up achievement; personal charisma: gaining trust and commitment to the vision and decisions; expertise and knowledge: clarity of goals and guiding the team with a deep understanding of the context; development of cultural knowledge: broadening employees' horizons to keep pace with change and find innovative solutions; and neutrality and transparency: integrity in dealings that establishes respect and trust within the team. These traits and practices accelerate change and enhance organizational commitment and readiness (Rizq Allah & Taybi, 2019).

From the above, it can be said that transformational leadership represents a value-inspirational-empowering leadership framework that reshapes motivations and behaviors through four integrated dimensions, supported by executive practices (delegation, charisma, knowledge, neutrality). This theoretical structure explains the direct improvement of performance and also paves the way for an indirect path through psychological health, which this study empirically tests in the specific governmental context.

## **2- Job Performance**

### **A- Concept of Job Performance**

Job performance is the result of behaviors and outcomes that reflect the efficiency of an employee's execution of their tasks and their commitment and contribution to the organizational environment. It is not limited to accomplishing work but includes the quality of output, collaboration, and discipline, serving as the foundation upon which institutions rely to enhance productivity and achieve success.

Definitions have varied based on different analytical perspectives:

- The perspective of "task execution according to specific standards," necessitating organizational commitment and proficiency (Nabila, 2019; Mustafa, 2014).
- The perspective of "managerial behavior related to effort and commitment" while performing duties (Bolsbagh et al., 2022; Shahid, 2019).

- The perspective of “the dynamic process” employing resources effectively to achieve specific goals and create added value for the institution (Al-Majali, 2022; Hamid, 2024).

In this research, job performance is defined based on previous literature as a set of measurable behaviors and outcomes that express the level of an individual's contribution to achieving the institution's goals. This performance is determined by the interaction of individual inputs (capabilities/ skills/ motivation) and contextual (structure/ culture/ leadership) and normative (requirements/ quality standards).

#### B- **Determinants of Job Performance and its Dimensions:**

The concept of job performance exhibits clear variance and difference among researchers and specialists in management and organizational psychology, as perspectives and orientations differ regarding the determination of its dimensions, elements, and determinants. This variance is attributed to the multiplicity of theoretical approaches upon which researchers rely to analyze and understand this concept, in addition to the differences in cultural and organizational environments where studies are conducted. Many researchers indicate that the most prominent determinants of job performance are effort, which refers to the individual's exertion, including physical and intellectual energy, to perform job tasks efficiently. This concept reflects a balance between physical performance and the intellectual capacities required to achieve job-related goals, demonstrating the extent of an individual's commitment to their responsibilities and ability to effectively meet work requirements. **Capabilities:** These are the personal attributes and characteristics that qualify an employee to perform a specific job and assume the associated responsibilities efficiently and effectively. These attributes reflect the employee's readiness to fulfill job requirements, whether through their technical skills or behavioral capabilities. These capabilities also tend to be relatively stable, as they do not change drastically or quickly over short periods, making them a core element in evaluating the efficiency of job performance in the long term. **Role Awareness:** Refers to the individual's awareness and deep understanding of their job role, including their perceptions and impressions of the activities and tasks that comprise this role. It also includes their understanding of how they perform these tasks within the context of the institution they belong to. Role awareness is considered a crucial factor in guiding employee performance, as it contributes to enhancing their awareness of their responsibilities and roles within the context of organizational goals, which positively reflects on their efficiency and ability to meet the institution's expectations (Al-Majali, 2022; Badr & Hamid, 2024).

A study by (Lee et al., 2023) pointed to two main dimensions of job performance: contextual performance, which refers to the employee's contribution to creating a positive work environment by showing initiative in problem-solving, adapting to challenges, and working diligently even in the absence of direct supervision; and task-related

performance, which refers to the employee's ability to accomplish core tasks associated with their job with quality and efficiency, in addition to their willingness to undertake challenging tasks that contribute to achieving the institution's goals.

### C- Factors Influencing Job Performance:

Several factors influence employees' job performance, playing a crucial role in enhancing and improving the level of performance within the work environment. Among the most significant of these are (Saadouli & Al-Khanbashi, 2021):

- **Leadership:** Plays a pivotal role in enhancing job performance by motivating employees, setting clear goals, and encouraging creativity. Effective leaders contribute to guiding employees and improving their productivity through appropriate guidance and instructions.
- **Technology:** Considered an effective tool for raising work efficiency and motivating employees to develop. It contributes to facilitating task execution and increasing effectiveness while encouraging employees to learn and perform better.
- **Organizational Structure:** A clear structure helps define responsibilities and communication channels within the institution, reducing ambiguity and providing an organized work environment that supports task execution with precision and efficiency.

The theory of job performance focuses on studying elements influencing the efficiency and productivity of employees within institutions. It assumes that job performance depends on the interaction of several components, including personal capabilities, motivation levels, and surrounding organizational conditions. The theory emphasizes that motivation is a fundamental element in enhancing employee performance, as institutions can adopt various motivational mechanisms to drive individuals toward achieving higher productivity. The theory also stresses the need for the alignment of institutional goals with employees' aspirations to ensure effective and sustainable performance (Al-Naemi, 2017). Empirical evidence shows that the quality of performance is affected by organizational culture and its leadership integration, and that transformational leadership and supportive organizational culture improve performance by enhancing positive interaction and commitment (Amrullah et al., 2022; Lee et al., 2023).

### 3- Mental Health

#### A- Concept of Mental Health

Mental health is a crucial component that is no less important than physical health; it directly affects thinking, decision-making, performance efficiency, building relationships, and coping with daily pressures. Attention to mental health enhances well-being, productivity, and quality of life. Mental health is not limited to the absence of

disease; it also includes feelings of balance, the ability to adapt, and positive interaction with others (Al-Nass, 2008).

Mental health is one of the core concepts related to quality of life and professional performance, garnering increasing attention from international organizations and academic research in recent decades. The World Health Organization (2022) defines it as “a state of psychological, mental, and social balance that enables individuals to cope with life pressures, realize their potential, work efficiently, and contribute positively to society,” emphasizing that it is a fundamental right and an integral part of the concept of public health.

In a closely related context, psychological literature describes mental health as a relatively stable state in which an individual aligns with themselves and others on psychological, emotional, and social levels, allowing them to achieve goals and invest their capabilities flexibly and efficiently, reflecting personality balance and behavioral integrity (Ahmed & Abdulrazak, 2021). Other studies indicate that mental health manifests in a state of internal satisfaction and alignment, where an individual can cope with challenges and crises effectively, extending beyond mere absence of psychological disorders to encompass the concept of overall Mental health (Zidan, 2021).

Al-Qassabi and Ghadhafa (2022) view mental health as an individual's ability to handle daily life demands without psychological or physical exhaustion, while Mansouri (2018) defines it as a relative state of physical, mental, and social completeness that can be measured by scores on a mental health scale. Subsequent research has reached an operational definition stating that mental health is measured by the extent to which an individual scores on an established measure within the study domain (Abdullah, 2020).

More comprehensively, mental health is understood as a state of positive adaptation and inner peace, reflected in an individual's ability to overcome difficult circumstances, achieve emotional well-being, maintain behavioral balance, and effectively manage stress, with anxiety levels remaining within normal limits. Recent references indicate that mental health represents a balance and well-being that extends beyond the absence of disease to include self-satisfaction, work effectiveness, and community participation. It is illustrated in a sense of physical safety, possession of positive social relationships, achieving disciplined accomplishments, awareness of situations, and enjoying emotional flexibility and discipline.

## **B- Dimensions of Mental Health**

(Abdullah, 2020) highlighted multiple dimensions of mental health in his study, emphasizing their importance and impact, identifying nine dimensions of mental health, which include: psychological adjustment; feeling of competence and self-confidence; ability to interact socially; emotional maturity; self-control; utilizing energies and potentials; liberation from neurotic symptoms; human and value dimension; and accep-

tance of oneself and personal shortcomings. (Khalifi, 2018) classified the dimensions of mental health into two main categories: positive dimensions reflecting the level of Mental health and proper adaptation, and negative dimensions indicating psychological problems and associated difficulties. Positive dimensions include: close personal relationships; personal skills; social participation; fulfilling work and recreation; and values, principles, and goals. In contrast, negative dimensions include: immature behavior; emotional instability; feelings of inequity; physical impediments; and neural manifestations.

### **C- Theories Explaining Mental Health**

Researchers (Al-Dhuhabi & Al-Abyadh, 2024) confirmed that mental health is a key element in the field of psychological and social sciences. To provide a more comprehensive and in-depth explanation of this concept, they reviewed the most prominent theories explaining mental health presented through four main schools of psychology: the psychoanalytic school, the behavioral school, the humanistic school, and the cognitive school. The psychoanalytic school focuses on achieving mental health through an individual's ability to balance their personal, professional, and productive lives. According to this theory, mental health is influenced by internal conflicts that arise between components of personality: the "id," "ego," and "superego". Achieving this balance is a continuous challenge due to contradictions between individual desires, societal standards, and real requirements. The behavioral school defines mental health as the ability to respond effectively to varying situations without anxiety or tension. This approach views the individual as capable of acquiring positive behaviors and adapting to their surrounding environment through learning and experience, enhancing their psychological compatibility and social behavior. The humanistic school views mental health as the state in which an individual reaches a level of self-actualization. It involves personal freedom, building positive human relationships, commitment to higher values, and self-development to achieve self-satisfaction and alignment with life. This approach emphasizes the positive potentials of humans and their capacity for continuous growth. The cognitive school focuses on the role of positive thinking and cognitive skills in enhancing mental health. It sees an individual with sound mental health as one who can logically interpret events, control their emotions, and use effective cognitive strategies to deal with crises and solve problems rationally and organized.

### **Previous Studies**

Numerous studies have addressed the research topic from various angles and in different environments, and some can be referenced as follows:

The study by Wright & Cropanzano (2000) considered the hypothesis "happy workers are more productive" through two independent field studies. It concluded that Mental health is a stronger predictor of performance than job satisfaction, reinforcing



ing the idea that mental and emotional well-being variables represent an important explanatory pathway for improving performance. This finding emphasizes the importance of including mental health as a mediator or driver within models that explain performance variance. The study by Al-Otaibi (2016) showed the role of psychological empowerment as a partial mediator between transformational leadership and positive work behaviors in private sector companies in Riyadh, highlighting the direct impact of the dimensions of idealized influence, inspirational motivation, and individualized consideration, while the dimension of intellectual stimulation was not significant in some contexts.

The study by Taybi (2021) examined the transformational leadership model in Ahmed Ben Ajila Hospital in Laghouat through four dimensions (idealized influence, individualized consideration, intellectual stimulation, inspirational motivation). The information was collected through a survey distributed to a sample of hospital employees. The study concluded that the hospital effectively implements transformational leadership, as the results indicated positive application of all dimensions of transformational leadership (idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation) without statistically significant differences attributed to the variable of occupation or experience. The study recommended enhancing the use of transformational leadership in health institutions to achieve better job performance and increase job satisfaction among employees.

The study by Ahmed and Abdulrazak (2021) highlighted the relationship between mental health and job performance among physical education teachers in secondary education in the state of M'sila, using a quantitative approach. The results showed that the sample members enjoyed a relatively high level of mental health and concluded that Mental health directly reflects on the quality of educational performance, as it contributes to increasing the teacher's efficiency in terms of tasks and professional behaviors. This conclusion reinforces early evidence that improving mental health is an effective factor in raising job performance by enhancing concentration, discipline, and professional satisfaction.

The study by Wu et al. (2021) concluded that enhancing positive mental health in the workplace is a complex process that requires collaboration across different levels of leadership. While work can positively contribute to employee well-being, it can also become harmful and toxic in the absence of social support and an unhealthy organizational culture. Therefore, honoring employers who make diligent efforts to protect their employees' well-being and promote a culture of health can encourage more organizations to adopt best practices in mental health for their employees.

The study by Al Dhanhani & Abdullah (2022) examined the impact of transformational leadership on employee performance at the Abu Dhabi National Oil Company, focusing on the role of the organization's mission as a mediating factor. The study relied on a quantitative approach and showed that transformational leadership enhances

job performance by increasing productivity and improving efficiency. It also indicated that the organization's mission plays an important role in strengthening this impact, as it helps employees understand and commit to institutional goals, contributing to improved performance and organizational success.

The study by Al-Majali (2022) addressed the role of transformational leadership in improving performance in Jordanian municipalities and concluded that transformational leadership with its four dimensions raises performance and enhances service quality. The study by Badr & Hamid (2024), which was conducted in the municipality of Al-Bireh, found a positive correlation between the degree of practicing transformational leadership and job performance there.

The study by Kim & Cruz (2022) examined the role of transformational leadership in enhancing employees' Mental health in service sectors, concluding that transformational leadership enhances Mental health with variations based on gender and sector. The study by Amrullah (2022) investigated the impact of transformational leadership and organizational culture on performance in government offices in Indonesia, finding a positive impact of transformational leadership and organizational culture on performance through motivation, interaction, and shared values.

The study by Oliveira et al. (2023) conducted a critical review of 38 studies and concluded that deterioration in mental health (anxiety/depression) can lead to decreased productivity through absenteeism and poor performance while present. The study by Greenwood & Anas (2021) indicated an increase in psychological symptoms and leaving work for psychological reasons, emphasizing that cultural transformation (conscious leadership, flexibility, openness) is key to improving employee well-being.

The study by Al-Qassabi & Don (2025) examined the nature of the relationship between transformational leadership, organizational culture, and employee loyalty, and the impact of these variables collectively on employee performance in the small and medium enterprises sector in Qatar. The results of the study indicated that transformational leadership contributes to improving employee performance by enhancing motivation and interaction in the work environment, and that organizational culture plays a crucial role in supporting performance by establishing organizational values and building a flexible environment. The study also indicated that employee loyalty is a significant mediating factor in the relationship between leadership and organizational culture on one side, and performance on the other side. It recommended conducting further field studies to experimentally test the model due to the lack of applied research in the Qatari context.

Through a review of the literature, it is evident that previous studies have varied in terms of the contexts in which they were conducted, addressing many variables related to the impact of transformational leadership on performance. Most of these studies employed a quantitative approach and concluded the significant role of transforma-

tional leadership in enhancing performance by providing a motivating work environment that contributes to improving employees' mental health, positively reflecting on performance levels and service quality. However, there is a noticeable scarcity of research that comprehensively tests the impact of transformational leadership on job performance through psychological health as a mediator in the Qatari public sector, particularly in the Civil Service Bureau, which this study attempts to address.

## Research Problem

The results of previous studies indicate that the effective application of transformational leadership in public organizations can play a crucial role in improving job performance by enhancing employees' mental health. However, the relationship between these three factors (transformational leadership, mental health, and job performance) has not been sufficiently studied in the Qatari context, especially in the public sector. In light of the Civil Service Bureau's efforts to develop employee performance in Qatari public organizations, the importance of studying the relationship between the three variables arises to understand the current situation and subsequently provide policy and operational recommendations that can contribute to supporting the Bureau's efforts to enhance individual and institutional performance. In this context, the research problem can be summarized in the following question:

*What is the impact of transformational leadership on job performance at the Civil Service and Government Development Bureau through the variable of psychological health?*

This main question can branch into several sub-questions:

- 1- What is the impact of transformational leadership on job performance at the Civil Service Bureau?
- 2- What is the impact of transformational leadership on mental health at the Civil Service Bureau?
- 3- What is the impact of mental health on job performance at the Civil Service Bureau?
- 4- Is there a statistically significant effect of mental health as a mediating variable in the relationship between transformational leadership and job performance?

## Study Objectives

The study aims to identify the impact of transformational leadership on job performance through psychological health as a mediating variable at the Civil Service and Government Development Bureau. Several sub-objectives arise from this main objective, including:

- Identifying the impact of transformational leadership on job performance.

- Determining the impact of transformational leadership on mental health.
- Diagnosing the impact of mental health on job performance.
- Testing the mediation effect of mental health between transformational leadership and performance.
- Providing practical recommendations to enhance performance by improving transformational leadership practices and promoting employees' mental health.

## Importance of the Study

The importance of the study arises from several angles, as previous studies have shown a scarcity of research that addresses the same topic in the Qatari environment. Therefore, this study attempts to fill a research gap in this context and can contribute to providing developmental recommendations for decision-makers at the Civil Service Bureau regarding the necessary policies to enhance employees' mental health and subsequently activate the role of transformational leadership in improving performance within the Bureau, especially given the Bureau's growing interest in developing governmental performance and adopting the Government Excellence Award during 2023, as well as adopting innovation in the government sector as a priority for the Qatari government within the governmental efforts to implement Qatar Vision 2030, which necessitates creating a motivating work environment for government employees in the State of Qatar.

## Study Hypotheses

The study aims to test the following hypotheses:

- 1- There is expected to be a statistically significant effect of transformational leadership on job performance.
- 2- There is expected to be a statistically significant effect of transformational leadership on mental health.
- 3- There is expected to be a statistically significant effect of mental health on job performance.
- 4- There is expected to be a statistically significant effect of mental health as a mediating variable in the relationship between transformational leadership and job performance.

## Study Design

**Methodology:** The study relied on a quantitative approach to examine the effect of transformational leadership on job performance at the Civil Service and Government Development Bureau through psychological health as a mediating variable, given that this approach allows for objectivity and the ability to test causal relationships and draw generalizable conclusions.

**Study Population and Sample:** The study population consists of employees at the Civil Service and Government Development Bureau in the State of Qatar, totaling (1300) employees according to the Human Resources Management statistics. To determine the appropriate sample size, the Krejcie and Morgan formula was used.

$$S = \frac{X^2 \cdot N \cdot P(1-P)}{d^2(N-1) + X^2 \cdot P(1-P)}$$

Applying the values in the formula:

$$S = \frac{(0.5-1) \cdot 0.5 \cdot 1300 \cdot 3.841}{(0.5-1) \cdot 0.5 \cdot 3.841 + (1-1300) \cdot 0.05^2}$$

Based on the conservative rule, the size was rounded to 300, consistent with the Krejcie and Morgan standard table.

**Data Collection Tool:** Based on previous studies, a two-part survey was designed: (1) demographic variables (gender, marital status, age, years of experience, qualification); (2) measures of the main variables: transformational leadership: 20 statements distributed across four dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) based on (Al-Otaibi, 2016). Job performance: 8 statements based on (Bolsbagh et al., 2022). Mental health: 8 statements based on the modified scale in (Thabit, 2012).

To verify the validity of the tool, the internal consistency validity was examined by calculating Pearson correlation coefficients between each statement and the total score of its dimension. All correlations were significant at 0.01 in the three dimensions, confirming the construct validity of the test (Pallant, 2016). (In the measurement model, a factor loading threshold of 0.60 was adopted) and no items were removed; all loadings exceeded this threshold. Construct validity was achieved through AVE ranging from 0.592 to 0.700, exceeding the threshold of 0.50, and discriminant validity was confirmed by examining cross-loadings and with an HTMT index < 0.85. To verify reliability, Cronbach's Alpha coefficient was calculated, and the results showed that the tool had a high reliability rate; transformational leadership  $\alpha=0.974$  (excellent), mental health  $\alpha=0.904$  (excellent), and job performance  $\alpha=0.812$  (good). Composite reliability (CR) also exceeded minimum thresholds in all dimensions, supporting internal consistency.

Statistical analysis of the data was conducted using SPSS v27 as follows:

- Descriptive statistics were extracted by calculating (frequencies, percentages, means, standard deviations) to describe the sample and build an initial picture of the levels of the variables.
- Hypothesis testing was conducted in two stages: calculating measurement model analysis to examine factor loadings, alpha, CR, AVE, HTMT to ensure measurement quality. And calculating causal relationship analysis by calculating simple linear regression coefficients to test the direct effect between variables (Al-Badawi, 2014, p.211), and Structural Equation Modeling (SEM) to

test the overall model and the effect of mental health as a mediator between transformational leadership and job performance, alongside path analysis to estimate direct and indirect effects.

Field Study

*Describing Sample Characteristics:*

1- Gender Variable:

*Table (1) Distribution of the Sample Members by Gender*

Variable	Category	Frequency	Percentage (%)
Gender	Female	160	82.05
	Male	35	17.95

It is evident from Table (1) that the majority of participants in the research were female, accounting for 82% of the total sample, while the male percentage was approximately 18%. This significant disparity in representation between genders indicates a clear dominance of the female element within the research sample. Notably, most of the workforce in the Civil Service and Government Development Bureau is female at various job levels, reflecting the actual reality in the government work environment where the study was applied. It is important to mention that this unbalanced distribution may influence the interpretation of some results, particularly those related to gender differences in the research variables, which warrants caution when generalizing results to the larger population.

2- Age:

*Table (2) Distribution of the Sample Members by Age*

Variable	Category	Frequency	Percentage (%)
Age	Between 30 and less than 40 years	77	39.49
	Less than 30 years	69	35.38
	Between 40 and less than 50 years	42	21.54
	50 years and more	7	3.59

Table (2) shows that the most represented age group was between 30 and less than 40 years, accounting for 39.5%, followed by the group of participants under 30 years at 35.4%. The proportion of participants aged between 40 and 50 years was 21.5%, while the least represented age group (50 to 60 years) constituted only 3.6% of the total sample. These results indicate that most participants in the research belong to relatively young age groups, which may influence the nature of their responses and perspectives, particularly concerning variables such as job performance, mental health, and transformational leadership. Additionally, this suggests that the work environment studied in the Civil Service and Government Development Bureau has a youthful character.

### 3- Educational Qualification:

**Table (3) Distribution of the Sample Members by Educational Qualification**

Variable	Category	Frequency	Percentage (%)
Education	Bachelor's	121	62.05
	Secondary or less	28	14.36
	Diploma	21	10.77
	Master's	20	10.26
	Higher Diploma	3	1.54
	Doctorate	2	1.03

Table (3) shows that the vast majority of research sample members hold a Bachelor's degree, accounting for 62.0%, which is significantly higher than other categories. This is followed by the category of individuals with a high school diploma or less at 14.4%, then the diploma category at 10.8%, and the master's category at 10.3%. The percentages of those holding a higher diploma and doctorate were very low, at 1.5% and 1.0%, respectively. These results indicate that participants possess a good educational level, largely university-oriented, which may contribute to forming more informed perspectives on the issues addressed in the research, such as transformational leadership, job performance, and mental health in the work environment at the Civil Service and Government Development Bureau.

### 4- Job Level:

**Table (4) Distribution of the Sample Members by Job Level**

Variable	Category	Frequency	Percentage (%)
Job Level	Executive	142	72.82
	Intermediate	34	17.44
	Executive A (Senior Leadership)	17	8.72
	Category withheld from response	2	1.03

Table (4) shows that the majority of participants occupy executive positions, accounting for 72.8%, indicating that most belong to direct executive positions or supervisory roles in their institutions, requiring direct supervision in daily tasks. This is followed by participants in intermediate positions at 17.4%, who are department heads and directors, while the "Executive A" category, representing senior leadership such as sector heads and agents, constituted 8.7%. A very small percentage (1.0%) did not specify their job level, likely due to a reluctance to disclose this information. These results indicate that the sample primarily consists of employees in executive positions, which enhances the credibility of their opinions and analyses regarding transformational leadership and job performance, as they are in positions that qualify them to interact directly with the work environment and monitor daily administrative operations.

### 5- Marital Status:

**Table (5) Distribution of the Sample Members by Marital Status**

Variable	Marital Status	Frequency	Percentage (%)
Marital Status	Single	85	43.6
	Married	99	50.8
	Divorced	9	4.6
	Widowed	2	1.0

Table (5) indicates that the married category forms the largest percentage of the sample, accounting for 50.8% of the total sample. This is followed by the unmarried category (singles) at 43.6%. In contrast, the divorced and widowed categories showed a negligible percentage of less than 6%. This distribution reflects the concentration of the sample within socially active categories in terms of family connections, which may contribute to explaining some psychological or behavioral aspects related to job performance. Additionally, this high percentage of married and single individuals serves as an important indicator when studying psychological variables such as anxiety or feelings of loneliness, as marital status may affect employees' mental health levels and, consequently, their performance in the work environment.

### *Descriptive Analysis*

To understand the level of practice of the research variables, means and standard deviations were extracted, with results as follows:

#### 1- Transformational Leadership Variable

**Table (6): Means and Standard Deviations of the Sample Members' Responses to the Items of the Transformational Leadership Variable**

No.	Item	Count	Mean	Standard Deviation	Importance	Significance Level
1	Emphasizes the importance of employee commitment to what they believe in	9	4.23	0.96	85%	High
2	Focuses on the importance of employees having a collective sense of vision	10	4.22	0.99	84%	High
3	Considers the ethical consequences of the actions taken	1	4.35	0.96	87%	High
4	Takes a crucial position in difficult situations	5	4.27	0.99	85%	High
5	Acts in a manner consistent with the values expressed	3	4.29	1.02	86%	High
6	Sets high standards for performance	2	4.31	0.92	86%	High



No.	Item	Count	Mean	Standard Deviation	Importance	Significance Level
7	Provides employees with continuous encouragement	7	4.25	1.11	85%	High
8	Prepares employees to be aware of work-related issues	8	4.23	1.03	85%	High
9	Speaks enthusiastically about the things that need to be accomplished	6	4.26	1.01	85%	High
10	Works on formulating a clear vision for the future	15	4.14	1.04	83%	High
11	Encourages employees to express their opinions and ideas	13	4.17	1.17	83%	High
12	Encourages problem-solving based on facts and reasons	14	4.15	1.09	83%	High
13	Seeks different perspectives when working on solving problems	16	4.11	1.12	82%	High
14	Encourages unconventional thinking to solve problems	19	4.03	1.12	81%	High
15	Helps employees focus on developing their strengths	17	4.07	1.12	81%	High
16	Treats employees as individuals, each with different needs and abilities	18	4.06	1.23	81%	High
17	Encourages self-development for employees	4	4.29	1.09	86%	High
18	Listens attentively to employees' concerns	11	4.19	1.12	84%	High
19	Provides useful advice for employee development	12	4.19	1.07	84%	High
20	Spends time training and teaching employees	20	3.84	1.21	77%	High
	Transformational Leadership Behavior		4.18	0.88	84%	High

The results indicated that the level of practicing transformational leadership was rated as (High) overall, with a mean of (4.18) and a standard deviation of (0.88). This may be attributed to the increasing official interest in adopting transformational leadership styles in line with the state's efforts to achieve the goals of Qatar Vision 2030.

## 2- Variable Job Performance

The results showed that the level of job performance in the Civil Service Bureau was rated as (Very High) overall, with a mean of (4.42) and a standard deviation of (0.54).

**Table (7) Means and Standard Deviations of the Sample Members' Responses to the Items of the Job Performance Variable**

No.	Item	Count	Mean	Standard Deviation	Importance	Significance Level
1	I strive to accomplish my work and achieve planned objectives accurately	2	4.84	0.42	97%	Very High
2	I consistently work on implementing processes and systems related to my work	1	4.88	0.44	98%	Very High
3	I feel happy when I perform my work accurately	3	4.68	0.68	94%	High
4	I continuously evaluate myself through the satisfaction of my superiors	6	4.33	0.87	87%	High
5	I want to research and investigate new ideas in my field of work	4	4.47	0.87	89%	High
6	I constantly keep up with the development in my job specialization to improve my performance	5	4.41	0.91	88%	High
7	I rarely make mistakes while performing my work	7	3.89	0.98	78%	High
8	I always seek additional work or responsibilities beyond what is required of me	8	3.87	1.19	77%	High
Job Performance			4.42	0.54	88%	Very High

### 3- Mental Health Variable

**Table (8) Means and Standard Deviations of the Sample Members' Responses to the Items of the Mental Health Variable**

No.	Item	Count	Mean	Standard Deviation	Importance	Significance Level
1	I always feel fatigued, faint, or dizzy	3	2.29	1.21	46%	Low
2	I feel indifferent about my surroundings	2	2.32	1.24	46%	Low
3	I always suffer from irritability and quick annoyance	1	2.51	1.24	50%	Low
4	I feel that I have no importance in my work environment	7	2.06	1.28	41%	Low
5	I suffer from a loss of hope for the future	4	2.25	1.38	45%	Low
6	I feel lonely and isolated at work	6	2.11	1.25	42%	Low
7	I feel sadness and depression	5	2.15	1.30	43%	Low
8	I experience sudden fear or panic without reason	8	1.97	1.23	39%	Low
Mental Health			2.21	0.99	44%	Low

The results of the sample responses indicated that the level of mental health was rated as (Low) overall, with a mean of (2.21) and a standard deviation of (0.99).

## Testing the Hypotheses

***Testing the first hypothesis, which states: “There is a statistically significant effect of transformational leadership on mental health.”***

To test this hypothesis, simple linear regression was used, and the results were as follows:

*Model: Feel Hopeless =  $\beta_0 + \beta_1 \cdot \text{Emphasizes Employee Commitment} + \varepsilon$*

- Coefficient ( $\beta_1$ ) = -0.368
- p-value = 0.000
- $R^2 = 0.0653$

In this step, the relationship between transformational leadership (through emphasizing employee commitment) and mental health (through feeling hopeless) was measured. The results showed a negative and statistically significant relationship ( $\beta = -0.368$ ), ( $p = 0.000$ ), indicating that an increase in transformational leadership reduces feelings of hopelessness among employees, suggesting an improvement in mental health. The high focus on employee commitment is statistically significantly associated with a decrease in feelings of hopelessness, indicating an improvement in mental health.

***Testing the second hypothesis, which states: “There is a statistically significant effect of transformational leadership on job performance.”***

To test this hypothesis, simple linear regression was used, and the results were as follows:

*Model: Work Accurately =  $\beta_0 + \beta_1 \cdot \text{Emphasizes Employee Commitment} + \varepsilon$*

- Coefficient ( $\beta_1$ ) = 0.069
- p-value = 0.030
- $R^2 = 0.0243$

In this step, the relationship between transformational leadership (emphasizing employee commitment) and the level of job performance (working accurately) was tested. The results showed a positive and statistically significant relationship ( $\beta = 0.069$ ,  $p = 0.030$ ), indicating that an increase in transformational leadership leads to improved job performance in terms of work accuracy. Transformational leadership that focuses on employee commitment is positively and statistically significantly related to the level of work accuracy, meaning this type of leadership contributes to enhancing job performance.

***Testing the third hypothesis, which states: “There is a statistically significant effect of mental health on job performance.”***

To test this hypothesis, simple linear regression was used, and the results were as follows:

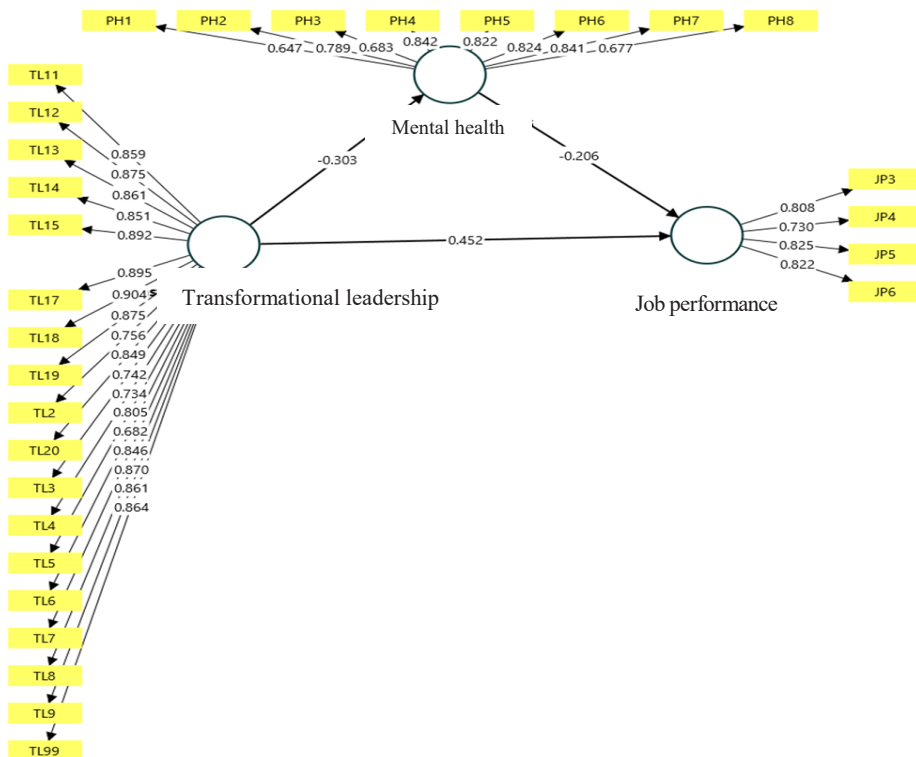
$$\text{Model: Work Accurately} = \beta_0 + \beta_1 \cdot \text{Feel Hopeless} + \varepsilon$$

- Coefficient ( $\beta_1$ ) = -0.218
- p-value = 0.002
- $R^2 = 0.048$

In this step, the relationship between mental health (through feeling hopeless) and the level of job performance (working accurately) was tested. The results showed a negative and statistically significant relationship ( $\beta = -0.218$ ), ( $p = 0.002$ ), indicating that improved mental health (decreased feelings of hopelessness) leads to improved job performance.

**Testing the fourth hypothesis, which states: “There is a statistically significant effect of mental health as a mediating variable in the relationship between transformational leadership and job performance.”**

To test this hypothesis, an integrated structural model was built using the structural equation modeling approach via STATA, which illustrates the causal relationships between the three research variables:

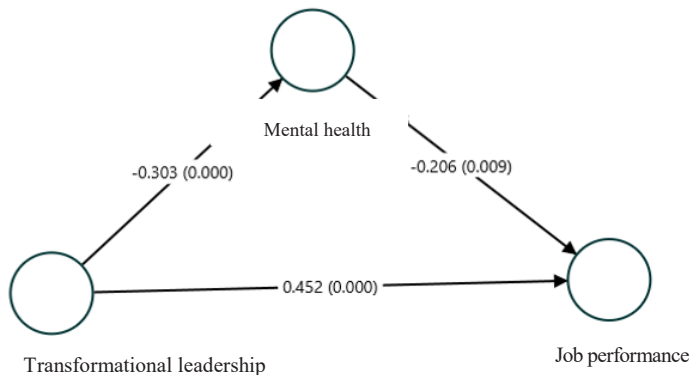


**Figure (1): The Integrated Model of the Causal Relationship between Transformational Leadership and Job Performance, with Psychological Well-being as a Mediator**

$$\text{Model: Work Accurately} = \beta_0 + \beta_1 \cdot \text{Emphasizes Employee Commitment} + \beta_2 \cdot \text{Feel Hopeless} + \varepsilon$$

- $\beta_1$  (Leadership) = 0.049 ( $p = 0.134$ )  $\rightarrow$  Not significant
- $\beta_2$  (Feel Hopeless) = -0.053 ( $p = 0.019$ )  $\rightarrow$  Significant

In this step, the variable “feeling hopeless” was introduced as a mediating variable between transformational leadership and job performance. It was found that the effect of transformational leadership was no longer statistically significant ( $\beta = 0.049$ ,  $p = 0.134$ ), while the effect of hopelessness remained significant ( $\beta = -0.053$ ,  $p = 0.019$ ). This indicates that the effect of transformational leadership on job performance is mediated by improving mental health, meaning that good transformational leadership reduces feelings of hopelessness, thereby leading to better job performance. This is known as “full mediation.” When the variable of hopelessness was introduced into the model, the effect of transformational leadership on job performance became non-significant, while the effect of mental health remained significant. This indicates the presence of complete mediation whereby employee commitment improves mental health (by reducing feelings of hopelessness), leading to improved job performance.



**Figure (2): Path Analysis among the Three Research Variables**

The results of the mediation test indicate an indirect relationship between transformational leadership and job performance through mental health. Initially, results showed that transformational leadership emphasizing employee commitment contributes directly to improving job performance and significantly reduces levels of hopelessness among employees, reflecting an improvement in mental health. However, when the variable of “feeling hopeless” was introduced as a mediating variable in the model, the direct effect of transformational leadership on job performance disappeared and became non-significant, while the effect of mental health remained significant. This indicates complete mediation, meaning that transformational leadership does not affect job performance directly, but rather improves the psychological state of employees (by reducing feelings of hopelessness), which in turn leads to better performance. This finding highlights the

importance of supporting mental health as a key link in the relationship between leadership practices and job performance effectiveness, and confirms that improving the psychological work environment can be key to enhancing employee productivity. This is illustrated in Figure (2) and Table (9):

**Table (9) Summary of Mediation Analysis between Research Variables**

Model Step	Independent Variable	Dependent Variable	Coefficient	Standard Error	Probability Value	Statistical Significance
Step 1	Transformational Leadership	Mental Health	-0.368	0.101	0.000	Statistically Significant
Step 2	Transformational Leadership	Job Performance	0.069	0.031	0.030	Statistically Significant
Step 3	Mental Health	Job Performance	0.049	0.032	0.134	Not Statistically Significant
4	I feel that I have no importance in my work environment	7	2.06	1.28	41%	Low
5	I suffer from a loss of hope for the future	4	2.25	1.38	45%	Low
6	I feel lonely and isolated at work	6	2.11	1.25	42%	Low
7	I feel sadness and depression	5	2.15	1.30	43%	Low
8	I experience sudden fear or panic without reason	8	1.97	1.23	39%	Low
	Mental Health		2.21	0.99	44%	Low

## Discussion of Results

This study aimed to explore the effect of transformational leadership on job performance through mental health as a mediating variable. The results of the statistical data analysis clearly supported all four hypotheses. The first hypothesis was verified, indicating a statistically significant effect of transformational leadership on job performance, suggesting that transformational leadership practices significantly contribute to improving employee performance. The results also supported the second hypothesis, showing that transformational leadership positively affects mental health by reducing levels of hopelessness among employees, which reflects positively on improving their mental health. Additionally, the results confirmed the third hypothesis, indicating a significant relationship between employees' mental health and job performance, where improved mental health leads to higher levels of job performance. Finally, regarding the fourth hypothesis, it was proven that mental health plays a complete mediating role in the relationship between transformational leadership and job performance, meaning that the effect of transformational leadership is not realized directly but through the improvement of employees' psychological state, which in turn contributes to improv-

ing performance. In light of these results, the importance of adopting transformational leadership as an effective tool to support employee performance in the Civil Service Bureau and Government Development emerges indirectly, by providing a healthy, supportive, and flexible work environment that enhances employees' mental health, which positively reflects on job performance levels.

These results contribute to filling a research gap in the Qatari literature and open the door for future research that can include other government entities in the country to generalize the findings more broadly. It would also be beneficial in future studies to use both quantitative and qualitative methods together to gain a deeper understanding of employees' experiences. Additionally, new variables such as work-related stress, social support, and emotional intelligence can be studied to understand their impact on mental health and job performance.

## **Recommendations**

Based on the research findings, which highlighted the pivotal and effective role of transformational leadership in enhancing job performance through improving employees' mental health in the Civil Service Bureau and Government Development, these results call for the necessity of taking effective practical measures at the level of policies and administrative practices in the work environment of the Bureau to improve employee performance. Thus, several recommendations can be provided in this regard, including:

- Developing training plans that include programs and workshops to enhance employees' knowledge and skills in transformational leadership, which is essential for improving the work environment and promoting employees' mental health and its relation to job performance.
- Developing supportive policies for mental health in the workplace at the Civil Service Bureau and Government Development.
- Adopting a performance management system in light of the Bureau's strategy, principles, and values to support employees and raise the quality of performance towards achieving government excellence.
- Conducting awareness workshops at the Bureau level to raise awareness about mental health in the work environment and its impact on quality of life and professional outputs.
- Considering the adoption of a transformational leader award based on a guide that includes specific criteria adopted by the Bureau, which can be generalized to other government entities to support transformational leadership practices and their role in enhancing the mental health of government employees.

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