INVESTIGATING THE INFLUENCE OF ORGANIZATIONAL TRANSFORMATION AND ENTREPRENEURIAL ENVIRONMENT ON EMPLOYEE RETENTION IN CHINESE ORGANIZATIONS: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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ABSTRACT

In light of the uncertain future of work, companies are dealing with tremendous changes. The demand to be nimble and innovative has grown in recent years due to changing worker habits, new technologies that are disrupting long-standing corporate practices, and the need to satisfy high consumer expectations. In light of these changes, employee experience is becoming recognized as a key strategic focus for firms. The increasing relevance of human-centered design approaches in human resources and organizational development has led to the emergence of the employee experience conceptual framework, which aims to solve these emerging workplace concerns. Still, those working in this emerging field of study don't really understand employee experience design, why it's important, or how to create and manage it. Accordingly, these are the main areas of inquiry into the employee experience that this essay makes use of. Throughout this thesis, the term "employee experience" is defined and examined. Furthermore, they are interested in investigating the role of employee engagement as a go-between for employee experience, organizational commitment, and performance. The notion of person-environment fit is used as a theoretical basis to establish and influence the relationship between the proposed dimensions. Quantitative approaches based on exploratory and descriptive research are used in this study. The structural equation model (SEM) is used to evaluate the experimental, measurement, and structural factors. The relationship between employee experience and engagement has been well-documented. There is no evidence to support the claim that an employee's loyalty to their employer is directly proportional to the number of years they have worked there.

Keywords: *Employee involvement, retention of workers, Chinese company, entrepreneurial ecosystem.*

1. INTRODUCTION

The scientific study of leadership has been dominated in the past twenty years by the notion of

transformative leadership. This shift happened in the context of studies on effective leadership. As

a result, the academic and professional communities have taken a keen interest in the new fields

of leadership theory and practice, eager to assess the effects on individuals and businesses. Several

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forms of expression have shown this desire. There may be a strong correlation between transformative leadership and the outcomes its followers get, according to research conducted over the last several decades. Published in the "Annual Review of Psychology," a new paper argues that scholars should devote their time and energy to understanding the mechanisms that link leadership to significant organizational and individual results. They stressed the significance of studying mediators' roles to provide more context for leadership's benefits to businesses. To paraphrase what Chan and Mak said, "transformational leadership may involve a variety of different influence processes." Even still, "there is still room for research to further examine the process of the relationship between transformational leadership and follower attitudes and behaviours," Ahmad said (Ahmad et al., 2019). There has been a change in the meaning of "leadership" over the last several decades, with an increased focus on transformational leadership. In this style of leadership, the boss influences his staff for the better by showing genuine interest in them as individuals, building rapport with them, providing them with positive reinforcement, and fostering an environment where new ideas may thrive. Transformational leadership is another name for this kind of management. It is possible that transformative leadership might be useful in administrative contexts. Maybe it would be more practical and helpful to hone one's natural ability to motivate colleagues via transformational leadership practises. This kind of leadership entails getting more out of one's personnel than was originally expected. Users may also find that it makes them feel more secure in their own skin. The four cornerstones of transformative leadership are idealized influence, intellectual stimulation, inspirational motivation that inspires confidence, and personalized thoughtfulness. The capacity to influence in an idealized way is a crucial skill for a transformational leader. To be a great leader, students need to be able to both show the followers the way forward and encourage them to believe in themselves and their abilities. Addressing the

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thoughts and worries of workers is an example of leadership that may drive individuals by believing in their talents and offering real feedback on how well their efforts have been appreciated. Showing one's audience members personalized attention is an example of what it means to be attentive. The level of planning and consideration needed from a leader is seen here. Among the numerous parts are training and coaching as well as the distribution of tasks according to certain abilities and the tracking of progress. Not to mention a plethora of other parts. When a leader uses intellectual stimulation, it's a sign that it wants its team to be more flexible and open to new technical solutions so they can handle any situation that comes their way. One way to do this is to provide challenging intellectual material. It could be quite useful to be able to move through several stages of cues and obstacles. People are more likely to need a transformational leader's talents when the stakes are higher and the work at hand is more critical (Farsi & Alattar, 2021).

2. BACKGROUND OF THE STUDY

In the last few decades, there has been, quite simply, a revolution in the workplace. Technological progress is the driving force behind this shift. Changes in technology and changes in demography, such as an aging population and more women in the workforce, are causing a sea change in workplace expectations and demands. The challenge of juggling one's personal and professional obligations is growing in tandem with the number of working women. Because more and more women are joining the workforce, this has happened. The fact that more and more women are joining the workforce could help explain this trend (Fazari & Tewari, 2022). Technological advancements have made it possible for employees to do their jobs whenever and wherever they

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choose. Because of this, workers are more likely to experience stress as a result of job-related issues interfering with other parts of their life. Culture is no longer grounded in the same ideas that were once central to it. The stereotypical "ideal worker" is a male employee who puts in 40 hours a week, is totally focused on his work, and never lets his personal life get in the way of his responsibilities at work. This goal, however, may become unrealistic as more women join the workforce. On top of that, a lot of workers probably have a new perspective on what it takes to do their jobs well. Although they put in a lot of time at the office, it's possible that Millennials and the generation behind them have seen that their parents were not entirely successful outside of work. Generation Y and those who will come after them may have seen this firsthand. Thus, it is quite reasonable for them to be attempting to strike a balance between the obligations of their personal life and the demands of their work. Furthermore, younger workers with advanced degrees may be more likely to bargain for better working conditions and greater leeway to combine work and personal life. The reason for this is because compared to older workers, younger workers are more likely to bargain their working conditions. Considering the changes mentioned earlier, it is not surprising that the work-life interface has gained a lot of attention as a topic of research and discussion in recent years. Maintaining a healthy equilibrium between one's personal and professional life is associated with higher levels of happiness, positive attitudes about one's workplace, and overall productivity. The capacity to keep one's personal and professional commitments in a healthy balance is the core idea of this piece. Despite previous research suggesting that people's work-life interfaces may evolve over their lifetimes, few studies have examined this topic from a life stage viewpoint. This means researchers know very little about how people's work-life balance changes as they go through their lives. To reach this objective, quantitative research was conducted at the UK public sector organization AdviceCo2. The purpose

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of the research was to find out whether and how people's work-life interface changes as they go through different stages of life. Beyond this, it takes into account the whole of the relationship between one's professional and personal lives, including both the positive and negative sides of this contact (Ali et al., 2023).

3. PURPOSE OF THE STUDY

Investigate the effects of organizational changes such as new leadership, reorganized departments, or new strategies on staff retention. Determine the correlation between fostering an entrepreneurial climate—a culture that values creativity, independence, and calculated risks—and employee loyalty and retention. Analyze the relationship between organizational change, entrepreneurial climate, and employee retention, and how employee engagement—defined as workers' emotional commitment, motivation, and participation—mediates this link. Lastly, offer practical advice to Chinese business executives on how to increase engagement, decrease attrition, and cultivate an entrepreneurial culture through the development and implementation of transformation initiatives.

4. LITERATURE REVIEW

Using the management theory of transformational leadership, the Total Selection Management Version takes into account the following steps: a visionary collaborates with teams to identify what needs changing, creates a strategy to make that change a reality with the help of motivation, and then leads the group in making that change together with all of its members. Keeping everything operating smoothly is the purpose of a transactional leader. This style of leadership is frequently

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called "keeping the ship afloat." Negotiable innovators use remedial energy and a range of incentives to overcome this pioneer's tendency to encourage personnel by exchanging perks for performance (Qayoudhi et al., 2021). A negotiable innovator is less concerned with helping the firm achieve market management position and more concerned about making sure everything is working properly today. The term "employee engagement" describes the degree to which workers are emotionally invested in their jobs, the company's success, their colleagues, and the company's culture. In the context of an organization, employee engagement refers to the employment of creative methods and activities to strengthen the meaningful connection, increase productivity, and ultimately achieve economic success. The participation of employees is seen by many as an act of superiority.

Scientists have come up with a definition of employee engagement that really works. In this case "an individual employee's cognitive, emotional, and behavioural state directed towards desired organisational outcomes" becomes apparent. The belief is that when employees are actively involved in their job, it shows that they really care about what they do and that they will be happy in their role for the long haul. The leaders of an organization may influence its effectiveness via their subordinates. They bring fresh viewpoints, philosophies, and ideas to the table, which could improve the organization's efficiency. By taking an interest in their employees and making an effort to understand what drives them so that they may maximize their productivity. Leadership comes in several forms, and each is required and sought for in different settings. Workplace necessities. For transactional leaders, the only instruments at their disposal are praise and rewards. As a means of motivating their employees, transformational leaders help their teams focus less on individual goals and more on the group's overall objectives. In addition to accomplishing the organization's objectives, transformational leaders may motivate their teams to remain dedicated

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to the purpose. Furthermore, several studies have shown that CEOs with a transformational approach affect employee engagement by increasing organizational performance and devotion. According to research, leaders have a better chance of increasing staff participation if they cultivate solid and trustworthy connections with their employees (Hussaini et al., 2019). According to a large body of research, "stronger emotional connection that an employee has with their company that when paired with leadership approaches, it motivates others to work harder" is the current definition of employee participation. Leadership qualities that impact employee engagement, according to the study, include openness and honesty, a connection between organizational and personal performance, chances for advancement, the leader-follower dynamic, team collectivism, and pride in the company's community standing. Workers in service sectors are more likely to be service focused if their workers are engaged. Staff members who see their managers as having a significant impact on the company's trajectory are more likely to go above and beyond to assist clients. Inspiring a shared aim for the organization, transformational leaders influence the way their colleagues think and feel. Employee engagement rises when transformative leaders provide an environment where workers feel supported, challenged intellectually, and encouraged to think creatively about resolving organizational issues. A lot of studies have also looked at the link between good leadership and how well an organization does. Several things, such as features of the field under investigation and worldwide political and diplomatic activities. The term "leadership" may signify several things to various individuals. The number of people who have attempted to define leadership is about equal to the number of theoretical frameworks that provide various interpretations of the word. Leadership is the art of getting other people to work together toward a common goal. A leader who is very good at getting people to do what it wants them to do. According to these scholars, one way to be a leader is to master the skill of entrusting others

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with more responsibility and power. Being a leader means influencing and organizing other people. collaboratively accomplishing a common goal. "Taking charge" means organising resources (institutional, political, psychological, etc.) in a way that inspires, involves, and satisfies the needs of followers. Leadership studies have been around since the dawn of recorded history, according to scholars. All sorts of workplaces, from corporate settings to employee motivations, supervisors, managers, leadership ideologies, and more have changed over the last 200 years. Numerous studies have examined the link between a leader's behaviors and outcomes, such as the happiness of their followers, the effectiveness of their organization, and its financial prosperity. "Leadership" might mean many things to different people, but one thing it always refers to is the ability to influence the behavior of others, whether they are followers or not. Leadership is a person's unique blend of characteristics, or "possessive features," as "to lead" is to have "a mix of distinctive attributes that a person possesses. Possessing these qualities makes it simpler for that person to enlist the aid of others. Change inside an organization and "the things leaders do to bring about change in a group" are both components of leadership: different interpretations. A leader's approach to leading is characterized by their focus on their followers. The evolution of leadership philosophy has resulted in a proliferation of leadership styles. The leadership style, if used correctly, may inspire the attainment of set goals and improve organizational performance. When the leadership style is effective, however, it has the potential to improve both organisational performance and employee perceptions. The strong link between leadership styles and organizational effectiveness prompted a plethora of studies, the findings of which informed a number of leadership theories (Haziazi et al., 2021).

5. RESEARCH QUESTION

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- In what ways can career development enhance employee retention in Chinese organizations?

6. RESEARCH METHODOLOGY

Quantitative research refers to studies that examine numerical readings of variables using one or more statistical models. The social environment may be better understood via quantitative research. Quantitative approaches are often used by academics to study problems that impact particular individuals. Objective data presented in a graphical format is a byproduct of quantitative research. Numbers are crucial to quantitative research and must be collected and analyzed in a systematic way. Averages, predictions, correlations, and extrapolating findings to larger groups are all possible with their help.

6.1 Research design: In order to analyse quantitative data, SPSS version 25 was used. The direction and severity of the statistical association were determined using the odds ratio and the 95% confidence interval. researchers reported a statistically significant level at $p < 0.05$. To identify the primary features of the data, a descriptive analysis was used. Data acquired by surveys, polls, and questionnaires, or by modifying existing statistical data using computing tools, is often assessed mathematically, numerically, or statistically using quantitative methods.

6.2 Sampling: After pilot research with 34 Chinese Researcher, 1002 Rao-soft pupils were included in the final Investors. Male and female Researcher were picked at random and then given a total of 1226 surveys to fill out. A total of 1015 questionnaires were used for the calculation after 1040 were received and 25 were rejected due to incompleteness.
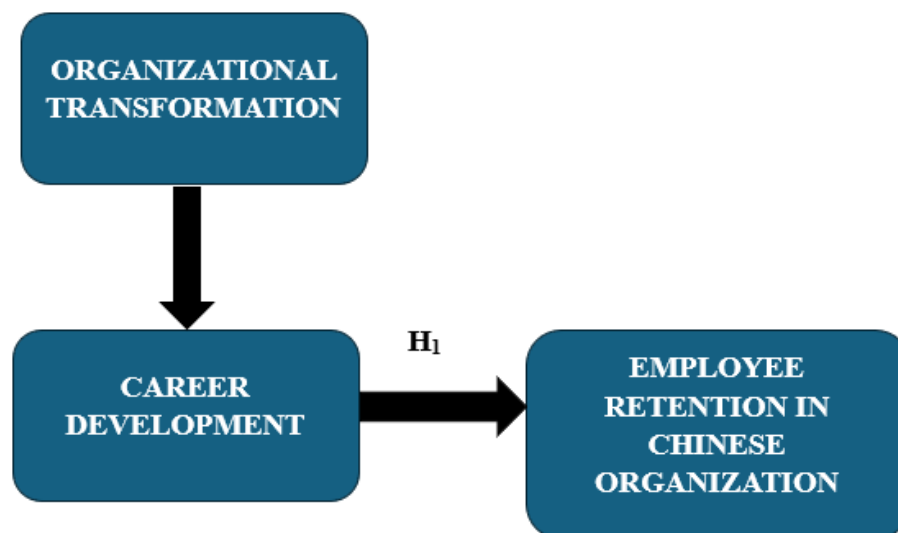
6.3 Data and Measurement: A questionnaire survey functioned as the primary data collection instrument for the investigation. The survey had two sections: (A) General demographic information and (B) Responses on online and non-online channel factors on a 5-point Likert scale. Secondary data was collected from several sources, mostly focusing on internet databases.

6.4 Statistical Software: The statistical analysis was conducted using SPSS 25 and MS-Excel.

6.5 Statistical Tools: To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

7. CONCEPTUAL FRAMEWORK

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8. RESULT

❖ Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are no easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .839

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

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sig.=.000

Table 10: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

This establishes the validity of assertions made only for the purpose of sampling. To ensure the relevance of the correlation matrices, researchers used Bartlett's Test of Sphericity. Kaiser-Meyer-Olkin states that a result of 0.839 indicates that the sample is adequate. The p-value is 0.00, as per Bartlett's sphericity test. A favorable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

❖ Independent variable

Organisational Transformation

Organizational transformation is a common strategy for improving performance, responding to external difficulties, or adapting to changing market conditions. Organizational, cultural, operational, technological, or business model changes of a large scale and fundamental nature are part of this process. The quest of growth, novel concepts, increased competitiveness, or improved

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efficiency are typical drivers of such a change. A company's strategy, cultural norms, internal processes, technology infrastructure, and personnel actions can all undergo transformations. This usually happens when the market shifts, new rivals enter the scene, or the firm simply has to change directions completely, and it necessitates a major shift in the company's overall strategy or business model. A company's strategy may shift from selling items to selling services, branching out into new industries, or putting the customer first. The ideas, norms, and practices that are commonly held and followed by an organization's members determine how they interact with each other and perform their responsibilities. A common target of culture change initiatives is the way employees think, work, and collaborate. A less hierarchical culture may be substituted with one that encourages more collaboration, or a more creative and flexible approach to leadership might be instituted. Innovations in technology have a significant impact on the way companies operate nowadays. Using modern technologies like automation, cloud computing, artificial intelligence (AI), and big data, digital transformation aims to improve productivity, the customer experience, and the creation of new business models. A portion of this procedure involves changing the chain of command, the responsibilities within a department, or the degree of management. Companies are turning to matrix arrangements or cross-functional teams as a means to improve communication and decision-making speed. One typical requirement for organizational transformation is the redesign of core business processes. Simplifying procedures, improving supply chains, or cutting down on waste could be required to reach this objective using lean methodologies. People are the key to any transformation. Organizational transformation often includes leadership programs, training, and initiatives to increase employee engagement and skill development. Organizations should prioritize establishing a leadership pipeline that can drive the transition if they want to launch and maintain change (Almawali et al., 2021).

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❖ **Factor**

Career Development

Developing one's career entails acquiring and using transferable talents with the purpose of advancing one's career in the long run. This process might last a lifetime and entails progressively accomplishing goals that are related to chosen profession. Reflection and the pursuit of meaning in one's job are essential components of professional development, which in turn pave the way for more substantial advancements in one's profession. One way to think of a career path is as a ladder, where each rung represents a different degree of responsibility. The most important thing is to get a job, but the student probably won't want to be an entry-level employee forever. Although it may seem easy, climbing the corporate ladder and achieving promotions is no picnic. Taking deliberate action and meticulous preparation are usually necessary. A person's career may be better managed via career development if they take baby steps to acquire the knowledge and expertise that would propel them to the next level of their chosen profession (Anastasiou & Garametsi, 2021).

❖ **Dependent Variable**

Employee retention in Chinese organisation

The phrase "employee retention" describes the collective efforts of Chinese businesses to hold on to their current staff, lower turnover rates, and increase happiness among workers over the long haul. Staff retention is crucial to organizational success in China, as it is in many other countries, due to the competitive labor market and fast-paced business atmosphere. Competitive

remuneration is crucial for retaining talent. Given the increasing demand for their skills, Chinese companies would be wise to pay their employees market prices if they want to retain brilliant individuals from seeking employment elsewhere. In most cases, offering generous benefits packages is the key to attracting and keeping employees. Health insurance, performance bonuses, paid time off, and retirement benefits are common components of such packages. Despite China's strong emphasis on social hierarchy and "face" at work, a growing number of Chinese are realizing the need of work-life balance. Companies that provide their employees with a welcoming workplace, flexible scheduling, and remote work options are more likely to retain their employees. Chinese companies value teamwork highly, but they are also increasingly recognizing employees for their contributions. One strategy to retain good workers is to publicly acknowledge and compensate them for their achievements. Opportunities for employees to gain knowledge and progress in their professions are being offered by an increasing number of Chinese businesses. Employee loyalty might rise as a result of professional development programs including language training, seminars on leadership, and workshops on technical abilities. Businesses that provide clear paths for employees to advance in their careers tend to retain more people. This is because it offers workers a sense of purpose and opens doors to long-term success. More and more, Chinese businesses are placing a premium on transparent channels of communication between upper and lower management. Researchers may arrange frequent feedback sessions, surveys, and maintain open lines of communication to resolve employee difficulties and foster a sense of belonging. When workers have a vote in major decisions that impact them or the company overall, they feel more committed and are less inclined to quit. Workers in China value job security highly, especially considering the country's unstable economy and labor market. Companies that value long-term employment and stability may be able to attract and keep people who are looking for solid career

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opportunities. Honoring superiors, being loyal, and prioritizing family are all highly valued in Chinese corporate culture. Businesses that invest in their employees' cultural development are more likely to have loyal workers who stick around for the long haul. Collaborative effort is highly valued in Chinese workplaces compared to personal success. One popular tactic for keeping employees around is to foster an environment where everyone feels like they belong and can help out. A more collaborative and open style of management has emerged in recent years, even if many Chinese organizations still follow a rigidly hierarchical structure. Leaders that work to make their employees feel valued and supported tend to have higher retention rates. When lower-level employees get guidance and support from higher-ups in the company, they are more likely to stick around. Ethical behavior in the workplace is being encouraged by more and more employees, especially younger ones, via corporate social responsibility (CSR) initiatives. Companies that are ethical, have a positive impact on society, and care about the environment may have an easier time keeping their staff. Industries including manufacturing, technology, and finance are experiencing a scarcity of skilled people as a result of increased demand and employee poaching. Very High Employee Turnover: People with less experience or education often depart for better paid jobs in bigger cities or other urban centers (Andrej et al., 2022).

❖ Relationship between Career Development and Employee retention in Chinese Organisation

The purpose of this study is to analyze the correlation between career advancement opportunities and employee retention rates in Chinese organizations. Four elements were used to conceive career

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growth: advancement toward goals, improvement of professional abilities, rate of promotion, and increase in compensation. Meyer and Allen's (1997) three-component model was used to describe organizational commitment. According to survey results from 961 workers in 10 Chinese cities, emotional commitment was favorably correlated with all four career development characteristics, whereas continuation and normative commitment were positively correlated with three of the aspects. There was an additive rather than a multiplicative effect of career advancement variables on organizational commitment, as only three out of eighteen two-way interactions had an effect. Findings center on the management of employee retention via career advancement. Today, however, individuals seeking to gain personal career growth can do so across different organizations, if such opportunities are lacking within their current employer, making organizational commitment less salient to these individuals. Loss of such talent, on the other hand, is detrimental to organizations, so organizations strive to prevent such talent loss by developing a committed workforce. The purpose of this paper is to investigate the relationship between individuals' career growth and the organization's desire for a committed workforce (Cheng et al., 2022).

- *H_{01}: There is no significant relationship between career development and Employee retention in Chinese Organisation*
- *H_1: There is a significant relationship between career development and Employee retention in Chinese Organisation*

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Table 2: H_1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	39588.620	314	5655.517	1055.883	.000
Within Groups	492.770	700	5.356		
Total	40081.390	1014			

The results are significant in this study. The p-value of 0.000 (below the 0.05 alpha threshold) indicates that the F value of 1055.883 is almost significant. Thus, it follows that *H₁: "There is a significant relationship between career development and Employee retention in Chinese Organisation"* is accepted and the null hypothesis is rejected.

9. CONCLUSION

Leadership and employees collaborate to accomplish organizational success, as shown by the study. Every aspect of the day-to-day operations needs more focus from the leadership. The workforce should always have leadership at their side; this will help them stay strong, enthusiastic, grounded, and practical. Leaders inspire, engage, and motivate their teams by instilling a sense of purpose in them. The group's leaders and members alike must cooperate to achieve its goals. The company's output has the potential to skyrocket when management and staff collaborate. Members

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are no different; in order to confidently tackle challenges and seize opportunities, they need state-of-the-art logistical and technological tools. Developed countries invest almost $1 billion annually to motivate, educate, and engage their employees, as per research. So, for employees to be good knowledge workers, leaders should assist them emotionally, morally, psychologically, and socially. The current emphasis on SMEs suggests that the research's scope may be expanded to include more large and mega projects and organizations. Similarly, it is readily possible to broaden this study to cover countries or continents outside OMAN. Furthermore, this investigation just considered three styles of leadership. More opportunities exist to study leadership in different contexts. Additionally, this inquiry was built upon a thorough literature review. Data validation of the model it generated is possible, and its results are generalizable to different fields and contexts (Donkor et al., 2022).

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