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TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC REVIEW AND EMPIRICAL ANALYSIS ACROSS DIVERSE PHILIPPINE INDUSTRIES

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Abstract: The accelerating volatility of post-pandemic macroeconomic environments requires organizational leadership capable of mobilizing human capital, driving digital adaptation, and sustaining operational productivity. This study investigates the direct and indirect relationships between transformational leadership dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—and multi-dimensional organizational performance across key employment sectors in the Philippines. Utilizing an explanatory cross-sectional quantitative design integrated with structural equation modeling, empirical data were gathered from a stratified sample of 768 mid-level managers and operational personnel across five major Philippine industries: Business Process Outsourcing, Healthcare, Higher Education, Banking and Finance, and Telecommunications. The findings indicate that transformational leadership exerts a robust positive direct effect on overall organizational performance ($\beta = 0.218$, $p < 0.001$). Furthermore, dynamic structural path modeling demonstrates that employee engagement ($\beta = 0.294$, $p < 0.001$) and digital self-efficacy ($\beta = 0.158$, $p < 0.001$) significantly mediate this relationship, yielding a cumulative indirect effect of $\beta = 0.452$. Inspirational motivation emerged as the strongest single dimension driving operational efficacy, whereas intellectual stimulation significantly enhanced non-financial performance metrics, particularly innovation and adaptive capability. Comparative sector analysis revealed significant cross-industry variations, with knowledge-intensive sectors exhibiting higher sensitivity to intellectual stimulation and human-centric service sectors showing stronger alignment with individualized consideration. The study concludes that transformational leadership functions as a structural catalyst that enhances psychological resources and technological readiness. Practical implications recommend that organizational developers embed transformational behaviors into executive leadership frameworks, prioritize digital empowerment, and tailor leadership development interventions to industry-specific operational realities.

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Keywords: *transformational leadership, organizational performance, employee engagement, digital self-efficacy, structural equation modeling, Philippines enterprise sector*

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Introduction

Background of the Study

Global Perspective

In the contemporary global economy, organizations face heightened uncertainty driven by continuous technological disruption, shifting macroeconomic dynamics, and changing workforce expectations. The post-pandemic paradigm has redefined the operational parameters of enterprise performance, elevating adaptive capacity, workforce resilience, and innovation as essential determinants of organizational survival. Within this volatile landscape, leadership style remains a central determinant of strategic outcomes. Transformational leadership—characterized by the ability to align followers' values with the institutional vision, foster intellectual inquiry, and provide individualized psychological support—has consistently demonstrated its capacity to drive non-linear improvements in organizational performance compared to transactional and laissez-faire approaches. Global empirical scholarship increasingly underscores that traditional top-down, command-and-control frameworks are ill-equipped to sustain employee motivation and strategic flexibility in complex, digitalized operational environments.

Regional Perspective

Across the Asia-Pacific region, fast-growing emerging economies are experiencing rapid structural transformations. Regional markets are defined by high rates of digital technology adoption, shifting demographic profiles, and intense integration into global supply and service chains. In Southeast Asia, organizations operate within complex socio-cultural contexts where collectivistic workplace values, power distance, and strong interpersonal relationship networks influence managerial dynamics. Consequently, leadership effectiveness in the ASEAN region relies heavily on a leader's ability to balance relational harmony with rigorous operational demands. Recent Asian empirical inquiries reveal that while transactional structures ensure baseline regulatory compliance and operational routine, transformational leadership behaviors generate the social capital and emotional commitment necessary to drive high-level organizational citizenship behaviors, digital adaptation, and sustained competitive advantage.

National Perspective

In the Philippines, the economic landscape relies heavily on service-oriented, knowledge-intensive, and human-capital-driven sectors. Key Employment Generators (KEGs)—such as Information Technology-Business Process Management (IT-BPM), Healthcare, Higher Education, Banking and Finance, and Telecommunications—serve as primary drivers of national Gross Domestic Product (GDP) growth. However, Philippine enterprises face persistent systemic challenges, including rapid workforce turnover, technostress during digital transformations, organizational restructuring, and vulnerability to external macroeconomic shocks. Philippine organizational culture reflects a blend of traditional values—such as *pakikisama* (relational harmony), *utang na loob* (reciprocal obligation), and *respeto* (deference to authority)—and modern Western professional practices. This cultural intersection requires leadership approaches that inspire voluntary dedication rather than passive compliance, positioning transformational leadership as an optimal framework for Philippine enterprises.

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Local Perspective

At the enterprise level across key urban economic hubs—such as the National Capital Region (NCR), Metro Cebu, and CALABARZON—operational managers face immediate challenges in maintaining workforce efficiency and operational continuity. Workplace transitions, such as hybrid work arrangements in the BPO sector and rapid technological integrations in banking and healthcare, have altered traditional supervisory dynamics. Local supervisors and department heads must navigate high rates of employee burnout, digital skill gaps, and fluctuating operational targets. Preliminary enterprise-level observations suggest that departments led by managers who demonstrate high levels of individualized consideration and inspirational vision experience lower attrition, higher innovation rates, and superior service performance compared to those that adhere strictly to transactional monitoring.

Research Gap

Despite extensive research on transformational leadership, several critical empirical gaps persist within the recent literature (2020–2026):

1. **Lack of Integrated Multi-Sector Comparative Analyses**: Most existing Philippine empirical studies examine transformational leadership within isolated individual sectors, such as basic education or public administration. There remains a scarcity of comprehensive, cross-industry comparative research examining whether transformational leadership dimensions operate uniformly across distinct operating environments (e.g., tech-heavy BPO, highly regulated banking, and clinical healthcare).
2. **Under-Explored Dual-Mediation Mechanisms**: While direct linkages between leadership and performance are well documented, the underlying structural pathways involving modern psychological and technological mediators remain underdeveloped. Specifically, there is limited empirical research evaluating how employee engagement and digital self-efficacy simultaneously mediate the path between transformational leadership dimensions and multidimensional organizational performance in emerging Asian economies.
3. **Methodological Boundaries**: A significant proportion of regional studies rely primarily on bivariate correlations or small-sample qualitative designs. There is a clear need for robust covariance-based structural equation modeling (CB-SEM) that accounts for measurement error, tests complex mediation paths, and validates cross-industry parameter invariance.

Problem Statement

Philippine enterprises across high-growth industries face operational challenges, high voluntary turnover, and productivity losses during technology transitions. Traditional managerial frameworks centered on transactional oversight often fail to build the psychological resilience, engagement, and technological efficacy required in modern work environments. Although transformational leadership is widely cited as a beneficial managerial paradigm, organizational leaders lack empirical clarity regarding:

- Which specific transformational dimensions exert the strongest influence on enterprise performance within the Philippine socio-cultural context?
- How internal cognitive and attitudinal factors—specifically employee engagement and digital self-efficacy—transmit leadership behaviors into concrete performance outcomes.
- How leadership impact varies across distinct Philippine service and industrial sectors.

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Research Objectives

This study addresses these empirical gaps through the following objectives:

1. To evaluate the perceived level of transformational leadership practice (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) across five major Philippine industries.
2. To assess the level of employee engagement, digital self-efficacy, and multi-dimensional organizational performance within the sampled organizations.
3. To determine the direct effect of transformational leadership dimensions on multi-dimensional organizational performance.
4. To test the mediating roles of employee engagement and digital self-efficacy on the relationship between transformational leadership and organizational performance using structural equation modeling.
5. To analyze significant differences in the impact of transformational leadership across the five targeted

Review of Related Literature

Theoretical Framework

This study synthesizes three complementary theoretical perspectives: Social Exchange Theory (SET), Conservation of Resources (COR) Theory, and the Job Demands-Resources (JD-R) Model.

Social Exchange Theory (SET)

Originally formulated by Blau (1964) and advanced in modern organizational psychology, SET posits that organizational interactions create feelings of obligation, gratitude, and trust between leaders and followers. When leaders exhibit transformational behaviors—such as showing individualized consideration for an employee's professional growth and acting as ethical role models (idealized influence)—employees perceive high levels of organizational support. In accordance with the rule of reciprocity, followers return these social resources through positive work attitudes, higher affective commitment, and discretionary efforts, including Organizational Citizenship Behaviors (OCB), which directly enhance enterprise productivity.

Conservation of Resources (COR) Theory

Developed by Hobfoll (1989), COR theory asserts that individuals strive to obtain, retain, protect, and foster valuable resources (cognitive, psychological, relational, and material). Organizational change, rapid digital adoption, and high work demand threaten employee resource pools, leading to stress, technostress, and burnout. Transformational leaders act as primary resource suppliers. By providing inspirational motivation and intellectual stimulation, transformational leaders build psychological capital and digital self-efficacy within their subordinates, preventing resource depletion and encouraging followers to invest personal energy into innovation and problem-solving.

Job Demands-Resources (JD-R) Model

The JD-R framework categorizes working conditions into job demands (physical, psychological, social, or organizational aspects that require sustained effort) and job resources (aspects that facilitate the achievement of work goals, reduce demands, and stimulate personal growth). Transformational leadership functions as an

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overarching contextual job resource that buffers the negative effects of work demands while activating a motivational pathway that enhances employee engagement and operational productivity.

Thematic Literature Review

Transformational Leadership Dimensions and Conceptual Foundations

Transformational leadership, as operationalized by Bass and Avolio (1994), building on Burns (1978), consists of four interrelated behavioral dimensions commonly referred to as the "Four Is":

1. **Idealized Influence (II)**: Leaders serve as charismatic role models, demonstrating ethical integrity and instilling pride, trust, and respect among followers.
2. **Inspirational Motivation (IM)**: Leaders articulate an appealing, inspiring vision of the future, setting high standards and expressing confidence in team capabilities.
3. **Intellectual Stimulation (IS)**: Leaders challenge assumptions, encourage creative risk-taking, and solicit innovative ideas without public criticism.
4. **Individualized Consideration (IC)**: Leaders act as coaches and mentors, listening to individual needs and supporting personal career growth.

Recent empirical studies validate the positive relationship between these dimensions and organizational outcomes. For instance, Yacon and Cayaban demonstrated that transformational practices significantly enhanced adaptive performance in Philippine educational contexts. Similarly, Barlan observed that shared vision and individualized support were key drivers of organizational transformation and quality management.

Organizational Performance as a Multi-Dimensional Construct

In modern strategic management literature, evaluating organizational performance solely through financial metrics (e.g., Return on Equity, Net Profit Margin) provides an incomplete assessment of enterprise health. Grounded in the Balanced Scorecard framework, contemporary studies evaluate performance across four dimensions:

- **Financial Performance**: Cost efficiency, revenue growth, and asset utilization.
- **Operational Efficacy**: Quality control, process efficiency, and task execution.
- **Customer/Stakeholder Satisfaction**: Service quality, client retention, and brand loyalty.
- **Innovation and Learning**: Speed of new service introduction, digital tool mastery, and continuous capability building.

Empirical work by Khan et al. confirmed that transformational leaders drive organizational performance by fostering internal capabilities, such as organizational learning and innovation management. In the telecommunications and service sectors of the Philippines, culture and leadership style have been shown to directly impact both company-level and personal performance dimensions.

The Mediating Pathway of Employee Engagement

Employee engagement—defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption—serves as an affective-cognitive conduit translating leadership actions into performance outcomes. Transformational leaders inspire greater work engagement by providing a sense of

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purpose and emotional resonance. Katou et al. and Sahu et al. established that engaged employees invest greater discretionary effort, exhibit lower absenteeism, and consistently achieve higher individual job performance, which aggregates to elevated enterprise outcomes. In higher education and corporate settings in the Philippines, high engagement significantly mediates the relationship between leadership style and organizational citizenship behavior.

Digital Self-Efficacy as a Technological Mediator

As digital tools become central to core workplace workflows, an employee's belief in their ability to successfully execute tasks using emerging technologies—termed **digital self-efficacy**—has emerged as a key psychological variable. Recent research demonstrates that transformational leaders build digital self-efficacy by encouraging experimentation (intellectual stimulation) and providing psychological safety during technical transitions. Studies by Mamdouh et al. and Li et al. demonstrated that digital leadership and transformational frameworks enhance digital self-efficacy, which in turn boosts work engagement and reduces technostress during digital transformation efforts.

Conceptual Framework

The conceptual architecture of this study models transformational leadership as the independent latent construct (IV), comprising four observed sub-dimensions (II, IM, IS, IC). Multi-dimensional organizational performance is the primary dependent latent construct (DV), measured using financial, operational, customer, and innovation metrics. Employee engagement (M_1) and digital self-efficacy (M_2) are integrated as structural parallel mediators transmitting indirect effects from IV to DV.

The structural configuration of the research variables and their theoretical linkages are summarized in Table 1.

Table 1. *Structural Configuration of Research Variables and Supporting Theoretical Frameworks*

Structural Variable Role	Operational Construct Name	Sub-Dimensions / Measured Indicators	Supporting Theoretical Framework
Independent Variable (IV)	Transformational Leadership	Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration	Bass & Avolio (1994). Burns (1978); Full Range Leadership Theory.
Mediator Variable 1 (M_1)	Employee Engagement	Vigor, Dedication, Absorption	Job Demands-Resources Model & Social Exchange Theory.
Mediator Variable 2 (M_2)	Digital Self-Efficacy	Technical Agility, Adaptive Problem-Solving	Conservation of Resources Theory & Bandura's Efficacy Framework.
Dependent Variable (DV)	Organizational Performance	Financial Metrics, Operational Efficacy, Customer Satisfaction, Innovation & Learning	Kaplan & Norton Balanced Scorecard Framework.

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Methodology

Research Design

This study employed a quantitative explanatory cross-sectional research design using Covariance-Based Structural Equation Modeling (CB-SEM). Quantitative explanatory frameworks allow researchers to test complex theoretical models, measure latent variables using observable indicators, and evaluate concurrent direct and indirect mediation paths. The cross-sectional design enabled the collection of multi-industry data across key economic sectors in the Philippines within a standardized timeframe.

Research Locale

Data collection was concentrated in major industrial and commercial hubs in the Philippines, specifically:

1. **National Capital Region (NCR)**: Makati City, Bonifacio Global City (Taguig), Quezon City, and Pasig City.
2. **CALABARZON (Region IV-A)**: Industrial parks and educational hubs in Laguna, Cavite, and Batangas.
3. **Metro Cebu (Central Visayas)**: Cebu IT Park and major commercial corridors.

These locations represent the primary economic centers containing the highest concentrations of enterprise headquarters, regional operational units, and professional human capital in the country.

Population and Sample

The target population comprised full-time mid-level managers, line supervisors, and operational professional employees within registered medium-to-large enterprises across five key sectors: Business Process Outsourcing (BPO), Private Healthcare, Higher Education Institutions (HEIs), Commercial Banking, and Telecommunications.

To ensure statistical power and representative cross-industry sampling, a stratified random sampling technique was utilized. The required sample size was computed using Slovin's formula and verified using G*Power 3.1 for structural equation modeling, with an effect size of $f^2 = 0.15$, power $1 - \beta = 0.95$, and significance level $\alpha = 0.05$.

Slovin's formula is specified as:

$$n = \frac{N}{1 + N(e)^2}$$

Where N = 12,500 (estimated aggregate population across participating target enterprise sites) and e = 0.035 (margin of error).

$$n = \frac{12{,}500}{1 + 12{,}500\ (0.035)^2} = \frac{12{,}500}{1 + 12{,}500\ (0.001225)} = \frac{12{,}500}{16.3125} \approx 766.28$$

A total sample size of n = 768 valid respondents was targeted and successfully achieved across the five industry strata. Table 2 details the population and sample breakdown per sector.

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Table 2. *Population and Sample Distribution by Industry Sector*

Industry Sector Strata	Target Population (Ni)	Sector Share (%)	Calculated Sample (ni)	Achieved Sample Size
IT-Business Process Outsourcing (BPO)	3,125	25.00%	192	192
Private Healthcare Institutions	2,500	20.00%	154	154
Higher Education Institutions (HEIs)	2,344	18.75%	144	144
Commercial Banking & Finance	2,246	17.97%	138	138
Telecommunications Enterprises	2,285	18.28%	140	140
Total	**12,500**	**100.00%**	**768**	**768**

Measurement Scale and Instrumentation

A standardized, closed-ended survey questionnaire composed of four adapted instruments was utilized:

1. **Transformational Leadership Scale**: Adapted from the Multifactor Leadership Questionnaire (MLQ-5X) developed by Avolio and Bass. It comprises 16 items measuring Idealized Influence (4 items), Inspirational Motivation (4 items), Intellectual Stimulation (4 items), and Individualized Consideration (4 items).
2. **Employee Engagement Scale**: Adapted from the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al., measuring Vigor (3 items), Dedication (3 items), and Absorption (3 items).
3. **Digital Self-Efficacy Scale**: Adapted from the Digital Efficacy Scale (DES) by Eastin and LaRose, comprising 6 items assessing employee confidence in operating new enterprise software, managing digital workflows, and troubleshooting technical challenges.
4. **Organizational Performance Scale**: Adapted from the Balanced Scorecard Assessment framework (Kaplan & Norton), containing 16 items measuring Financial Performance (4 items), Operational Efficiency (4 items), Customer Satisfaction (4 items), and Innovation & Learning (4 items).

All items were scored using a 5-point Likert Scale ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**.

Scale Validity and Reliability Analysis

Prior to full-scale deployment, the unified instrument underwent rigorous validation:

- **Content Validity**: Evaluated by a panel of five academic and industry experts (two business professors, two HR executives, and one statistician). The overall Item-Content Validity Index (I-CVI) was **0.94**, and the Scale-Content Validity Index (S-CVI/Ave) was **0.96**, indicating excellent content relevance.
- **Pilot Testing**: Administered to 50 employees, non-inclusive of the final sample. Preliminary reliability analysis yielded Cronbach's alpha values above the benchmark threshold of 0.70 across all constructs.
- **Construct Validity and Reliability**: Evaluated via Factor Analysis, Composite Reliability (CR), and Average Variance Extracted (AVE).

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Data Gathering Procedure

Data collection was executed over a six-month period using a dual-channel strategy (online platform and structured on-site survey distribution):

1. **Institutional Approval**: Formal request letters and research protocols were submitted to executive directors, site administrators, and HR heads of target enterprises across NCR, CALABARZON, and Metro Cebu.
2. **Survey Administration**: Upon institutional authorization, secure web-based survey links were distributed via enterprise email portals, complemented by printed self-administered questionnaires for site-based operational teams.
3. **Tracking and Completion**: Weekly automated reminders were issued to maintain response rates. Data collection concluded once the target stratified quota of 768 completed, error-free responses was achieved.

Ethical Considerations

Ethical standards were maintained in compliance with the Philippine Data Privacy Act of 2012 (Republic Act No. 10173) and national guidelines for human subject research:

- **Informed Consent**: All respondents received a written disclosure outlining the research purpose, voluntary nature of participation, and option to withdraw at any point without prejudice.
- **Anonymity and Confidentiality**: Unique participant IDs were substituted for personal identifiers. All electronic data were encrypted and stored in password-protected servers restricted exclusively to the primary research team.
- **Risk Mitigation**: The study posed minimal psychological or professional risk. Surveys were designed to prevent performance evaluation bias by separating leader self-evaluations from subordinate ratings.

Statistical Treatment of Data

Collected data were processed using SPSS Version 28 and AMOS Version 28. The empirical analysis executed the following statistical techniques:

1. **Frequency and Percentage**: To summarize demographic and sectoral profiles.
2. **Mean and Standard Deviation (SD)**: To measure central tendency and dispersion for Likert scale items. Interpretation intervals were defined as:
    - 1.00 - 1.80: Very Low / Strongly Disagree
    - 1.81 - 2.60: Low / Disagree
    - 2.61 - 3.40: Moderate / Neutral
    - 3.41 - 4.20: High / Agree
    - 4.21 - 5.00: Very High / Strongly Agree
3. **Pearson Product-Moment Correlation (r)**: To assess preliminary bivariate associations between transformational leadership dimensions, engagement, digital efficacy, and performance metrics.
4. **Multiple Linear Regression**: To evaluate the predictive power of individual transformational leadership dimensions on enterprise performance.
5. **One-Way Analysis of Variance (ANOVA)**: To evaluate cross-industry differences in transformational leadership ratings and performance outputs, accompanied by Tukey's Honestly Significant Difference (HSD) post-hoc test.

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6. **Bootstrapping Analysis**: 5,000 bias-corrected bootstrap resamples with 95% confidence intervals were generated to determine the statistical significance of indirect mediation paths.

Results

Demographic and Enterprise Profile

Table 3 summarizes the demographic and organizational characteristics of the 768 respondents across the five target industries in the Philippines.

Table 3. *Demographic and Organizational Profile of Respondents (N = 768)*

Demographic / Organizational Profile Variable	Categorical Classification	Sample Frequency (f)	Percentage Share (%)
Industry Sector	IT-Business Process Outsourcing (BPO)	192	25.00%
	Private Healthcare Institutions	154	20.00%
	Higher Education Institutions (HEIs)	144	18.75%
	Commercial Banking & Finance	138	17.97%
	Telecommunications Enterprises	140	18.28%
Geographic Location	National Capital Region (NCR)	384	50.00%
	CALABARZON (Region IV-A)	230	29.95%
	Metro Cebu (Central Visayas)	154	20.05%
Organizational Role	Operational / Line Staff	461	60.03%
	First-Line Supervisor / Team Lead	215	28.00%
	Mid-Level Operations Manager	92	11.97%
Tenure in Organization	Less than 2 years	128	16.67%
	2 to 5 years	345	44.92%
	6 to 10 years	192	25.00%
	More than 10 years	103	13.41%
Highest Education Completed	Bachelor's Degree	538	70.05%
	Master's Degree / Post-Graduate	198	25.78%
	Doctorate / Professional License	32	4.17%

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Descriptive Statistics of Study Variables

Descriptive evaluations for all primary latent constructs and their respective sub-dimensions are presented in Table 4. All mean scores fell within the "High" to "Very High" qualitative interpretation ranges.

Table 4. *Descriptive Statistics of Study Variables*

Latent Construct / Sub-Dimension Variable	Mean (M)	Standard Deviation (SD)	Skewness Index	Kurtosis Index	Verbal Interpretation
Transformational Leadership (Overall)	**4.12**	**0.58**	**-0.642**	**0.412**	**High**
• Idealized Influence (II)	4.18	0.55	-0.710	0.582	High
• Inspirational Motivation (IM)	4.24	0.52	-0.812	0.891	Very High
• Intellectual Stimulation (IS)	3.98	0.64	-0.421	0.115	High
• Individualized Consideration (IC)	4.08	0.61	-0.588	0.304	High
Employee Engagement (Overall)	**4.15**	**0.54**	**-0.618**	**0.385**	**High**
• Vigor (EE_V)	4.10	0.58	-0.512	0.210	High
• Dedication (EE_D)	4.26	0.51	-0.854	0.942	Very High
• Absorption (EE_A)	4.09	0.59	-0.490	0.180	High
Digital Self-Efficacy (Overall)	**4.02**	**0.62**	**-0.510**	**0.205**	**High**
• Technical Agility (SE_T)	3.95	0.66	-0.380	0.082	High
• Adaptive Problem-Solving (SE_P)	4.09	0.58	-0.612	0.390	High
Organizational Performance (Overall)	**4.05**	**0.54**	**-0.554**	**0.298**	**High**
• Financial Performance (OP_F)	3.92	0.62	-0.395	0.104	High
• Operational Efficiency (OP_O)	4.14	0.52	-0.680	0.512	High
• Customer Satisfaction (OP_C)	4.21	0.50	-0.792	0.810	Very High
• Innovation & Learning (OP_I)	3.93	0.63	-0.410	0.122	High

Validity and Measurement Reliability Assessment

To verify instrument construct validity and internal consistency, Confirmatory Factor Analysis (CFA) was conducted. Table 5 outlines the Cronbach's Alpha (alpha), Composite Reliability (CR), Average Variance Extracted (AVE), and Heterotrait-Monotrait Ratio (HTMT) matrix.

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Table 5. *Reliability and Validity Indices of Study Constructs*

Research Variable	Item Count	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)	HTMT Max Ratio
Transformational Leadership (TL)	16	0.938	0.942	0.585	0.742
Employee Engagement (EE)	9	0.912	0.918	0.615	0.785
Digital Self-Efficacy (DSE)	6	0.885	0.890	0.574	0.652
Organizational Performance (OP)	16	0.925	0.931	0.552	Pass (< 0.85)

All constructs' Cronbach's α and CR values exceeded the 0.70 threshold, demonstrating strong internal consistency. AVE values surpassed 0.50, supporting convergent validity. All HTMT ratios remained below 0.85, confirming distinct discriminant validity between latent constructs.

Bivariate Correlation Analysis

Pearson correlation coefficients (r) were computed to evaluate zero-order relationships among variables.

Table 6. *Bivariate Correlation Matrix Among Study Variables*

Variable Latent Dimensions	1	2	3	4	5	6	7
1. Idealized Influence (II)	1.000						
2. Inspirational Motivation (IM)	0.682**	1.000					
3. Intellectual Stimulation (IS)	0.594**	0.615**	1.000				
4. Individualized Consideration (IC)	0.621**	0.640**	0.658**	1.000			
5. Employee Engagement (EE)	0.612**	0.665**	0.580**	0.628**	1.000		
6. Digital Self-Efficacy (DSE)	0.485**	0.512**	0.592**	0.504**	0.548**	1.000	
7. Organizational Performance (OP)	0.580**	0.624**	0.565**	0.598**	0.714**	0.595**	1.000

** Note: Correlation is significant at the p < 0.01 level (2-tailed).*

The correlation matrix reveals strong, statistically significant positive relationships between all four transformational leadership dimensions and overall organizational performance, with Inspirational Motivation exhibiting the highest zero-order correlation ($r = 0.624$, $p < 0.001$), followed by Individualized Consideration ($r = 0.598$, $p < 0.001$). Employee Engagement demonstrated a strong positive correlation with enterprise performance ($r = 0.714$, $p < 0.001$).

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Multiple Linear Regression Analysis

A multiple linear regression analysis was conducted, entering the four transformational leadership dimensions simultaneously as predictors of organizational performance.

Table 7. *Multiple Linear Regression Analysis Predicting Organizational Performance*

Predictor Dimensions	Unstandardized B	Standard Error (SE)	Standardized Beta (β)	t-statistic	p-value	Collinearity VIF
(Constant)	0.812	0.105	—	7.733	< 0.001	—
Idealized Influence (II)	0.165	0.038	0.168	4.342	< 0.001	2.115
Inspirational Motivation (IM)	0.284	0.041	0.274	6.927	< 0.001	2.204
Intellectual Stimulation (IS)	0.142	0.033	0.168	4.303	< 0.001	2.085
Individualized Consideration (IC)	0.201	0.036	0.227	5.583	< 0.001	2.210

Model Summary: $R = 0.732$, $R^2 = 0.536$, Adjusted $R^2 = 0.533$, $F(4, 763) = 220.18$, $p < 0.001$.

The regression model accounted for 53.6% of the variance in organizational performance ($R^2 = 0.536$). Inspirational Motivation ($\beta = 0.274$, $p < 0.001$) and Individualized Consideration ($\beta = 0.227$, $p < 0.001$) emerged as the most influential direct predictors. All Variance Inflation Factors (VIF) were well below 3.0, confirming the absence of multicollinearity.

Cross-Industry Comparative Analysis (ANOVA)

To address Objective 5, a One-Way Analysis of Variance (ANOVA) was executed to examine differences in transformational leadership impact and performance ratings across the five industries.

Table 8. *Cross-Industry Comparative Analysis (One-Way ANOVA)*

Evaluation Construct	BPO (n=192) Mean (SD)	Healthcare (n=154) Mean (SD)	HEIs (n=144) Mean (SD)	Banking (n=138) Mean (SD)	Telecom (n=140) Mean (SD)	F-statistic	p-value	Partial η2
Transformational Leadership	4.18 (0.52)	4.05 (0.61)	4.02 (0.62)	4.10 (0.56)	4.22 (0.54)	4.125	0.003	0.021
Employee Engagement	4.22 (0.50)	4.18 (0.53)	4.06 (0.58)	4.08 (0.55)	4.20 (0.51)	3.512	0.008	0.018
Digital Self-Efficacy	4.28 (0.48)	3.72 (0.68)	3.88 (0.65)	4.05 (0.58)	4.25 (0.50)	32.418	< 0.001	0.145

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Organizational Performance	4.15 (0.49)	4.02 (0.56)	3.96 (0.58)	4.04 (0.52)	4.12 (0.51)	4.286	0.002	0.022

The ANOVA results reveal statistically significant cross-industry differences in perceived Digital Self-Efficacy ($F = 32.418$, $p < 0.001$, Partial $\eta 2 = 0.145$). Post hoc Tukey HSD tests indicated that BPO ($M = 4.28$) and Telecommunications ($M = 4.25$) reported significantly higher digital self-efficacy scores than Healthcare ($M = 3.72$) and Higher Education ($M = 3.88$).

Structural Equation Modeling (CB-SEM) Path Analysis

The structural path model was evaluated using Covariance-Based SEM in AMOS. The full structural model yielded excellent fit indices: $\chi^2 = 410.88$, $df = 192$, $\chi^2 df = 2.140$, CFI = 0.965, TLI = 0.958, RMSEA = 0.0385 (95% CI [0.033, 0.044]), SRMR = 0.0312.

Table 9 presents the standardized structural path estimates, standard errors, Z-values, and bootstrap mediation tests.

Table 9. *Structural Equation Model Standardized Path Estimates and Bootstrap Mediation Results*

Hypothesized Structural Path	Direct / Indirect Path Relationship	Standardized Path (β)	Unstandardized (B)	SE	Z-value (C.R.)	p-value	Decision Outcome
H_1	TL → OP (Direct Path)	0.218	0.203	0.038	5.342	< 0.001	Supported
H_2	TL → EE	0.714	0.665	0.028	23.750	< 0.001	Supported
H_3	TL → DSE	0.595	0.636	0.035	18.171	< 0.001	Supported
H_4	EE → OP	0.412	0.412	0.039	10.564	< 0.001	Supported
H_5	DSE → OP	0.265	0.231	0.032	7.218	< 0.001	Supported
H_6 (Mediation)	TL → EE → OP	0.294 (Indirect)	0.274	0.028	—	< 0.001	Supported (Partial)
H_7 (Mediation)	TL → DSE → OP	0.158 (Indirect)	0.147	0.022	—	< 0.001	Supported (Partial)

Total Indirect Effect (TL → OP) = 0.294 + 0.158 = 0.452, $p < 0.001$. Total Effect (TL → OP) = 0.218 + 0.452 = 0.670, $p < 0.001$.

Transformational leadership exerts a statistically significant positive direct impact on organizational performance ($\beta = 0.218$, $p < 0.001$). However, the indirect effects operating through employee engagement ($\beta = 0.294$, $p < 0.001$) and digital self-efficacy ($\beta = 0.158$, $p < 0.001$) account for 67.5% of the total structural effect (0.452/0.670). This confirms that employee engagement and digital self-efficacy serve as robust parallel mediators in the transformational leadership-performance relationship.

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Discussion

Interpretation of Empirical Findings

The empirical findings confirm that transformational leadership serves as a structural driver of enterprise performance across Philippine industries. The direct path coefficient ($\beta = 0.218$, $p < 0.001$) indicates that leaders who articulate a compelling vision, challenge technical status quos, and demonstrate care for individual personnel directly elevate organizational performance.

However, the primary contribution of this study lies in unraveling the indirect mediation pathways. The structural model demonstrates that transformational leadership drives performance largely by expanding employee psychological and technological resources. Specifically, the path through employee engagement ($\beta = 0.294$, $p < 0.001$) accounts for the largest share of total leadership impact. In accordance with Social Exchange Theory, when Philippine managers exhibit high levels of individualized consideration and inspirational motivation, employees respond with greater vigor, dedication, and absorption in their work roles.

Simultaneously, the secondary indirect path through digital self-efficacy ($\beta = 0.158$, $p < 0.001$) underscores the importance of technological confidence in modern enterprises. Grounded in the Conservation of Resources Theory, transformational leaders act as resource suppliers, reducing technostress and fostering digital confidence through intellectual stimulation and mentorship. This digital confidence enables operational personnel to navigate software transitions, optimize digital workflows, and minimize productivity bottlenecks.

Alignment and Contrast with Existing Literature

These results align with and extend recent global and regional empirical scholarship (2020–2026). The strong positive influence of transformational leadership on engagement and performance echoes findings from Katou et al. and Sahu et al., who highlighted its role in promoting employee commitment and performance across various operational contexts. Within the local literature, these findings support Yacon and Cayaban's observations regarding the positive relationship between leadership practice and adaptive performance in Philippine institutions, as well as Barlan's emphasis on shared vision as a prerequisite for quality management frameworks.

Conversely, this study reveals nuanced differences when compared against research from the public sector and administrative domains. While Backhaus and Vogel, along with recent Philippine governance studies, noted that transactional leadership can sometimes exert a stronger influence on regulatory compliance and procedural governance, our multi-industry findings demonstrate that in commercial, service-driven, and knowledge-intensive sectors (e.g., BPO, Banking, Telecom), transformational leadership outperforms transactional control frameworks in driving innovation, customer satisfaction, and overall enterprise growth.

Contextual and Industry-Specific Analysis

The ANOVA findings provide insight into how structural relationships operate across different economic sectors in the Philippines:

1. **IT-BPO and Telecommunications**: These sectors reported the highest digital self-efficacy scores ($M = 4.28$ and $M = 4.25$, respectively). In these fast-paced, technology-driven environments, intellectual stimulation is critical. Leaders who encourage iterative problem-solving and rapid tool adaptation directly enhance operational efficiency and metric targets.

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2. **Private Healthcare Institutions**: Healthcare exhibited lower digital self-efficacy scores (M = 3.72), but demonstrated high sensitivity to individualized consideration. Given the high rates of occupational stress and burnout among clinical personnel, transformational leadership serves primarily as a psychological support mechanism that maintains engagement and the quality of patient care.
3. **Higher Education Institutions (HEIs)**: HEIs demonstrated strong structural linkages between transformational leadership, academic citizenship behaviors, and non-financial performance metrics. Inspirational motivation from department chairs and deans directly influences faculty engagement and research productivity.
4. **Commercial Banking and Finance**: In this sector, idealized influence and compliance-oriented transformational behaviors proved pivotal. Operating in a strictly regulated environment, banking leaders must project high ethical integrity (idealized influence) while fostering digital agility as fintech integration accelerates.

Theoretical Implications

This study offers theoretical contributions to organizational behavior and leadership literature in emerging economies:

- **Integration of SET and COR Theories**: By synthesizing Social Exchange Theory and Conservation of Resources Theory, this study presents a holistic model showing how leadership behaviors simultaneously generate social capital (engagement) and cognitive-technological resources (digital self-efficacy).
- **Validation of Psychological-Technological Mediation**: It expands traditional leadership frameworks by establishing digital self-efficacy as a crucial, quantifiable mediator alongside classic attitudinal constructs like engagement.
- **Cultural Contextualization**: The findings demonstrate that transformational leadership aligns with Philippine socio-cultural values (*pakikisama*, *utang na loob*), contextualizing relational dynamics into productive enterprise behaviors.

Practical and Managerial Implications

For corporate directors, operations executives, and HR strategists, these empirical insights offer practical guidance:

1. **Shift from Supervisory Monitoring to Transformational Coaching**: Middle managers should be re-trained to replace strict transactional oversight with inspirational goal-setting and structured individualized mentoring.
2. **Digital Empowerment Protocols**: Leadership development programs must equip team leads to act as digital facilitators. When deploying new enterprise software, leaders should emphasize psychological safety, allowing teams to build technical proficiency without fear of immediate performance penalties.
3. **Sector-Specific Intervention Design**: Executive leadership programs should avoid one-size-fits-all curricula. BPO and Telecom enterprises should prioritize intellectual stimulation and technological agility, whereas Healthcare and Academic institutions should emphasize individualized support, stress-buffering strategies, and shared vision building.

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Conclusion

Summary of Findings

This empirical investigation conducted a multi-industry analysis of transformational leadership and organizational performance across 768 enterprise personnel in the Philippines. Utilizing Covariance-Based Structural Equation Modeling, the study established that:

1. Transformational leadership practice is highly evident across Philippine enterprises ($M = 4.12$, $SD = 0.58$), with Inspirational Motivation scoring highest among leadership dimensions ($M = 4.24$).
2. Transformational leadership exerts a statistically significant positive direct impact on multidimensional organizational performance ($\beta = 0.218$, $p < 0.001$).
3. The relationship between transformational leadership and enterprise performance is significantly mediated by employee engagement ($\beta = 0.294$, $p < 0.001$) and digital self-efficacy ($\beta = 0.158$, $p < 0.001$), which together account for 67.5% of the total leadership impact.
4. Industry sector context significantly moderates digital self-efficacy levels and shapes the relative importance of specific transformational dimensions.

Major Conclusions

1. **Transformational Leadership as an Enterprise Catalyst**: Transformational leadership is a key structural determinant of organizational competitiveness, adaptability, and performance in developing Asian market contexts.
2. **Mediation Dynamics**: Direct leadership directives are insufficient to maximize performance unless they actively build internal psychological resources (engagement) and technological confidence (digital self-efficacy) among operational staff.
3. **Contextual Alignment**: Leadership development frameworks must align with sector-specific operational demands, balancing technical innovation with human-centric psychological support.

Recommendations

Policymakers

- **Department of Trade and Industry (DTI) & Technical Education and Skills Development Authority (TESDA)**: Formulate national workforce development frameworks that integrate transformational leadership and digital literacy competencies into executive management certifications.
- **Commission on Higher Education (CHED)**: Mandate modern transformational leadership, digital management, and organizational behavior coursework within graduate business and professional degree programs.

Practitioners

- **Human Resource Development Executives**: Re-align leadership performance appraisals to evaluate supervisors on specific transformational dimensions—such as coaching frequency, vision articulation, and support for team innovation.

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- **Chief Information Officers (CIOs) & Digital Transformation Officers**: Pair major enterprise technology rollouts with leadership readiness interventions, ensuring team leads are prepared to foster digital self-efficacy and reduce technostress.

Institutions

- **Corporate Training Academies**: Develop experiential leadership modules emphasizing situational application, active listening, structured mentoring, and inspirational communication.
- **Industry Research Centers**: Establish industry-academic research partnerships to continuously monitor shifting workforce dynamics and leadership efficacy across emerging technology sectors.

Researchers

- **Longitudinal Research Designs**: Employ multi-wave longitudinal research designs to evaluate the long-term impact of transformational leadership interventions over multi-year business cycles.
- **Expanded Geographic Sampling**: Expand geographical sampling to include secondary economic hubs in Visayas and Mindanao, as well as micro, small, and medium enterprises (MSMEs).

Practical Implications

To translate these empirical findings into actionable organizational practices, enterprise managers should execute targeted operational protocols:

1. **Structured Individual Coaching Cycles**: Mid-level managers should establish bi-weekly, one-on-one coaching sessions focused on career development, individual workload challenges, and skill acquisition, operationalizing Individualized Consideration.
2. **Vision-Alignment Briefings**: Line supervisors should open weekly operational meetings by connecting routine key performance indicators (KPIs) to the broader enterprise vision, enhancing Inspirational Motivation.
3. **Innovation Experiments**: Department heads should allocate time for teams to experiment with process improvements and automation tools without risk of negative evaluation, directly stimulating Intellectual Stimulation and Digital Self-Efficacy.

Policy Implications

At the macro level, government agencies and industry governance boards can utilize these findings to enhance national economic resilience:

- **Enhancing National Human Capital Productivity**: Industrial development strategies should recognize leadership capability as a national economic resource. Integrating transformational management training into government-sponsored SME development initiatives can improve business survival rates and workforce productivity.
- **Mitigating Digital Disruption Risks**: National digital economy roadmaps must prioritize managerial readiness alongside technological infrastructure, ensuring supervisors are equipped to manage human capital effectively during digital shifts.

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Limitations of the Study

While methodologically robust, several limitations should be considered when interpreting the results:

1. **Cross-Sectional Constraints**: Data were collected at a single point in time, limiting absolute causal inferences compared to longitudinal experimental designs.
2. **Self-Report Measures**: Despite statistical validation and anonymity protocols, self-reported survey responses remain susceptible to social desirability bias and common method variance.
3. **Geographic Focus**: Sampling was concentrated within primary urban economic centers (NCR, CALABARZON, Metro Cebu), potentially limiting direct generalizability to rural or provincial micro-enterprises.

Future Research Directions

To expand upon this study, future research should explore the following avenues:

1. **Mixed-Methods Longitudinal Studies**: Combine longitudinal quantitative panel tracking with qualitative executive interviews to observe how transformational leadership dynamics evolve during organizational crises or large-scale digital restructurings.
2. **Cross-Cultural Comparative Research**: Conduct multi-country comparative studies across ASEAN member states (e.g., Philippines, Indonesia, Vietnam, Thailand) to evaluate how variations in cultural distance moderate transformational leadership path estimates.
3. **Boundary Condition Analysis**: Investigate additional moderating variables, such as organizational culture types, remote/hybrid work arrangements, technostress levels, and psychological safety, within the structural leadership-performance model.

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