

---

**Research Article****Open Access**

---

# TRANSFORMATIONAL LEADERSHIP AND HELPING BEHAVIOUR: EXAMINING THE ROLES OF CULTURE AND MOTIVATION

Mehwish Shamshad<sup>a</sup>, Muhammad Aamir Imran<sup>b</sup>

**To cite the article**

Shamshad, M., & Imran, M. A. (2026). Transformational Leadership and Helping Behaviour: Examining the Roles of Culture and Motivation. *Journal of Contemporary Perspectives in Management and Social Sciences*, 2(1), 1–14

**Abstract**

*Drawing on the dynamic theory of organizational leadership, this research explores the impact of transformational leadership on helping behaviour, with the mediating effect of work motivation and the moderating role of work culture. Data were collected from 71 employees of the banking sector working in district Bahawalpur, selected through convenience sampling, and analyzed using a linear regression model in SPSS v25. The findings reflected that transformational leadership significantly impacts helping behaviour. Furthermore, results also clarified that motivation partially mediates the relationship between transformational leadership and helping behaviour. Moreover, work culture strengthens the relationship between transformational leadership and helping behaviour. Based on the results of this research, we suggest that organizations introduce transformational leadership to boost helping behaviour, thereby positively impacting employee-related performance outcomes. Furthermore, organizations have to maintain a helping work culture to increase the impact on motivation and helping behaviour.*

**Keywords:** *Transformational leadership, Helping behaviour, Work motivation, Work culture, Dynamic theory of leadership*

Mehwish Shamshad<sup>a</sup>, Department of Commerce, The Islamia University of Bahawalpur, Pakistan

Muhammad Aamir Imran<sup>b</sup>, Department of Management Sciences  
National College of Business Administration and Economics-Bahawalpur Campus



All articles are published under <https://creativecommons.org/licenses/by-nc/4.0/> International License.

## **Introduction**

We employ the pair of transformational leadership and self-determined motivation as the theoretical basis for the present investigation. Transformational leadership is interpreted as a leadership style that motivates employees or followers to change their faith, moral values, adeptness, and inspires them to lift their achievement beyond self-interest for the benefit of the institute (Avolio, 1999)—over time, building a sense of self-confidence in their employees (Bass & Bass Bernard, 1985). They do this in several ways. First, transformational Leadership helps connect the team's and organization's desired outcomes to each individual's desired outcomes, enabling individuals to pursue these objectives autonomously (Shamir et al., 1993). Second, transformational leaders facilitate the emergence of new ways to effectively achieve individuals' missions, giving them the freedom and autonomy to do so (Kovjanic et al., 2012). Thirdly, this kind of leadership involves influencing individuals or reassuring them to take on major challenges in the workplace (Avolio, 2005). In this way, transformational leaders enable their employees to be better prepared to meet high expectations and take on difficult challenges (Avolio, 1999). In conclusion, transformational leadership motivates employees in the midst of value internalization and helps individuals become committed to their work (Abdulmawla et al., 2025; Bono & Judge, 2003). Moral code internalization leads employees to perceive their work as in agreement with their ideals and values (Bono & Judge, 2003; Phinaitrup, 2026). We argue, however, that transformational leaders may influence employees' self-determined motivation by shaping their specific values (Chua & Ayoko, 2021).

Although previous studies investigate the mechanisms underlying the relationship between transformational leadership and positive influence, few examine how transformational leaders motivate their members (Shamir et al., 1993) to meet in-role task requests and exceed them (Bass & Bass Bernard, 1985). Compassion, the underpinning motivation process, is fundamental, since motivation is considered a fundamental component that changes members' behaviour (Pinder, 2014). Moreover, previous research has shown a helpful correlation between motivation and members' performance (Cerasoli et al., 2014). However, research exploring this motivation procedure is limited (Shamir et al., 1993). Zhu et al. (2009) intimate that work engagement (Kahn, 1990, 1992) is a significant but underexplored mechanism deserving further attention. Involvement was assumed as a motivational construct (Kahn, 1990) and refers to how employees express themselves objectively, cognitively, and emotionally while performing work roles. As well, research suggests that intensified work engagement is associated with increased task performance or helping behaviours (Rich et al., 2010). For that reason, in this study, we adopt a motivation interpretation and propose an integrated theoretical model, maintaining that transformational leaders can increase members' task performance and helping behaviours by fostering their work engagement (Lai et al., 2020). In a socialized world, employees' interpersonal relationships are more important and are created to foster interpersonal relations. Ultimately, those interpersonal relations can be converted into helping behaviour.

In a socialized world, reduced helping behaviour is a problem within the organization. To investigate the outcome of transformational leadership on helping behaviour. Further, to investigate the effect of transformational leadership on work motivation. To evaluate the effect of the reaction on work motivation for helping behaviour. To compute the mediating effect of work motivation on the relation between transformational leadership and helping behaviour.

To examine the moderating effect of work culture on the relationship between transformational leadership and helping behaviour. Transformational leadership is defined as a leadership perspective that causes change within and across independent and social systems. Moreover, transformational leadership is a philosophy of management that encourages and stimulates employees to create and expand new ways to improve and advance the path to a company's future success. Work motivation is a set of dynamic forces that originate both within and behind an individual, to act on work-related behaviour and to influence the determination of its form, direction, intensity, and duration. Furthermore, work motivation is a psychological process that gives behaviour purposes and direction. Helping behaviour refers to voluntary action intended to help others, with regard or disregard.

Furthermore, helping behaviour is a way in which individuals behave to help others, which is regarded as a reward or bonus. Work culture is defined as the cumulative results of leadership practices, employee behaviour, workplace convenience, and organizational strategy that shape workers or internal stakeholders. Moreover, the attitudes and behaviours of employees within an organization are called the work culture. This research contribution to the existing literature on leadership and motivation aims to examine the mediating effect of work motivation on the relationship between transformational leadership and helping culture (Phinaitrup, 2026). This research helps organizations and their management implement transformational leadership to enhance helping behaviour and highlight the importance of work motivation and helping behaviour. This study provides guidelines for policymakers to introduce and promote transformational leadership to boost motivation and loyalty.

This research was conducted in the banking sector of Pakistan, currently operating in the vicinity of the district of Bahawalpur. Further, we collected data from managerial-level employees at the bank. In this study, we investigate the impact of helping behaviour, ignoring (or controlling), and other variables on transformational leadership. All the delimitations are made due to a lack of time and resources. In the current research, we investigate the mediating role of helping culture in the relationship between transformational leadership or helping behaviour. In the existing literature, work motivation was tested as a mediator, which was scarcely studied. Further, this research addresses the gap identified by Ali et al. (2025) by examining an unexplored area to measure helping behaviour through transformational leadership and motivation.

## **Literature Review**

The transformational leader, as referred to by Bass (1999), stimulates consciousness expansively and is individually attentive to them. Transformational leadership may be instructional or participatory. In every instance, preferred moral growth and transformational leadership are recognized as concepts. Based on this theory, we formulate the research framework for the positive effect of transformational leader helping behaviour. Based on the information and literature above, we have some mixed suggestions about the connection between transformational leadership, work motivation, helping behaviour or work culture. The following hypothesis also examines the effects of helping behaviour and work motivation on transformational leadership.

## **Transformational Leadership and Helping Behaviour**

Transformational leadership refers to a leader (Korejan & Shahbazi, 2016) who seeks to generate ideas and perspectives to design a new path of development and success for the institution. By cultivating commitment, suffering, and faithfulness, surrounded by managers and staff, they prepare organizational members to make foundational change in the organization's fundamental basis, to be ready and to gain compulsory capabilities for moving in a new direction and reaching higher ideal performance peaks. Further, helping behaviour refers to (Hanifah & Syamsir, 2026; Price et al., 1995) the beneficiary's perspective by examining the use of empirical evidence. Therefore, little is known about the extent of market helping or why market helpers' aid. Based on the above literature, we formulate the following hypothesis.

The outcome of the regression analysis indicates that transformational leadership leverages a powerful built-in influence of helping behaviour in organizations with muscular performance management-based human resource systems, and that performance management negative results are powerful when leadership is weak (Campbell et al., 2016). The findings revealed that transformational leadership is strongly associated with employees' helping behaviour; however, when moderated by consolidation and formalization, transformational leadership is destructively associated with employees' helping behaviour (Lim & Moon, 2021). The outcome suggests that becoming cognizant of transformational leadership is related to higher ratings of task performance and helping behaviours. However, the proposed mediating processes were observed to be supported (Cavazotte et al., 2013). The results indicate that transformational leadership has a negative, accidental effect on helping behaviour through trust in the leader. However, I will enhance the negative accidental effect of transformational leadership on helping behaviour by focusing on trust in the leader (Kwok et al., 2023). The results of this study contribute to the full mediation of the proposed variables, in that the effect of dedication served to underline the emotional apparatus in the relation between transformational leadership and helping behaviour (Lee et al., 2018).

*H<sub>1</sub>: Transformational leadership positively impacts helping behaviour.*

## **Transformational Leadership and Work Motivation**

Transformational leadership refers to a leader who seeks to generate ideas and perspectives to design a new path of development and success for the institution (Korejan & Shahbazi, 2016). By growing commitment, suffering, and faithfulness, surrounded by managers and staff, they prepare organizational members to make foundational change in the fundamental basis of the organization, to be ready and to gain compulsory capabilities for going in a new direction and reaching better ideal performance peaks, further, according to (Nuong Le, 2026; Rainey, 2000). Theories of work motivation have been extensively conceptualized, as have other theories of organizational behaviour. As this chapter will do, most organizational behaviour texts review a standard set of theories that have contended for acceptance in the research community. The results supported the predicted association between transformational leadership and workaholism through the process of motivation to work staging, wherein the negative effect of transformational leadership on workaholism was explained by the positive impact of transformational leadership on intrinsic motivation, along with identification, intertwined, identified regulation, which, in turn, improves the employee's (Endriulaitienė & Morkevičiūtė, 2020). This research concludes that the transformational leadership style produces positive but insignificant effects on the motivation of public health centre employees. Knowledge sharing

produces positive but insignificant effects on the work motivation of public health centre employees (Kurniasih et al., 2022).

Results indicate that transformational leadership does not have a significant influence on employee performance; however, it does have a significant effect on job satisfaction. Moreover, work motivation has considerable effects on both employee performance and job satisfaction. In addition, job satisfaction has a significant effect on employee performance (Nuong Le, 2026). Employee job satisfaction is also completely mediated by the effect of transformational leadership on employee performance and partially mediated by the effect of work motivation on employee performance (Prabowo et al., 2018). It turned out that both intrinsic and extrinsic work motivation among women improved when the leader was perceived as someone who outlined a vision for the future, offered appropriate role models, facilitated acceptance of the group's objectives, and stimulated intellectual development. The high-performance expectations of the transformational leader lead to higher levels of women's extrinsic motivation (Morkevičiūtė & Endriulaitienė, 2020). The findings showed a positive correlation between differentiated self-concept clarity and perceived meaningfulness at work; the latter acted as a mediator between self-concept clarity and work motivation (Oh & Roh, 2019).

*H2: Transformational leadership positively affects work motivation.*

## **Work Motivation and Helping Behaviour**

According to Rainey (2000), Work motivation is one of the concepts within organizational behaviour that has been developed extensively, and, as in this chapter, texts on organizational behaviour generally give an overview of a set of theories. Further helping behaviour refers to Price et al. (1995) beneficiary perspective, examining the use of empirical roots of information. Consequently, little is known about the extent of market helping or why market helpers provide assistance. Our findings confirm that helpfulness partially mediates the effect of employee identification on workplace innovation (Ababora et al., 2026). This research is beneficial for both fields of study because our findings encourage HR managers to develop an all-encompassing identification policy that encompasses all three aspects of employee recognition (Becuwe et al., 2022). The researchers divided helping behaviour into three different types: unsolicited energizing helping behaviour, unsolicited reactive helping behaviour, and solicited reactive helping behaviour.

*H3: Work motivation positively affects helping behaviour.*

## **Mediating Effect of Work Motivation**

Also, the authors argue that unsolicited proactive helping behaviour is a consequence of personality and disposition, that unsolicited reactive helping behaviour is an exercise in social and instrumental exchange, while solicited reactive helping behaviour is motivated by functionality (Chou & Stauffer, 2016). The mediating roles of social status and affinity for the outcome indicated that these factors partially mediated the relationship between external attribution and intergroup helping. In contrast, the relationship between fatalistic attributions and intergroup helping was partially mediated by empathy (González & Lay, 2017). Practically speaking, the influence of job satisfaction on restorative helping behaviour is more pronounced when employees feel that their work activities are important, emphasize collective interests over personal ones, and believe that their employer cares about them (De Clercq et al., 2019). The results revealed that employees with a high degree of inherent motivation for work

activities show greater empathy, and this motivation was significantly related to social support through empathy and prosocial behaviour (Oh & Roh, 2022).

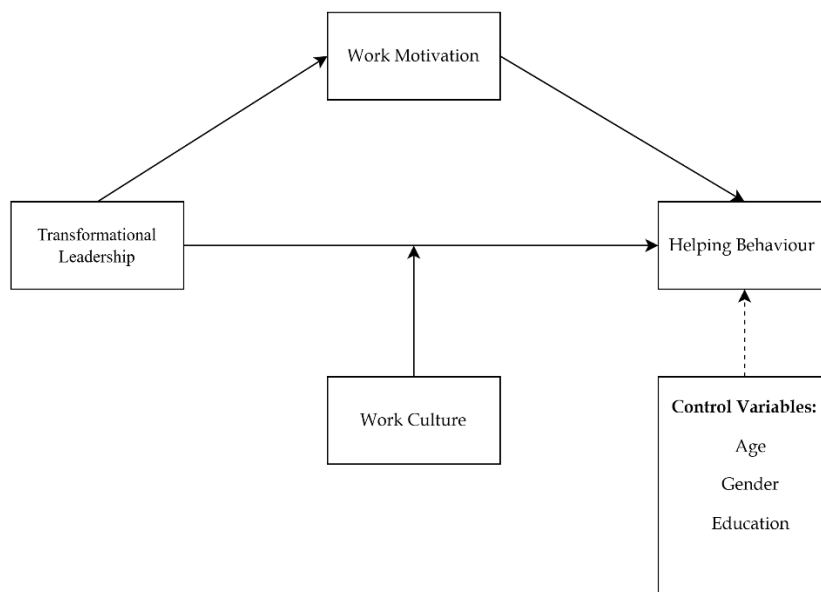
*H4: Work motivation mediates the relationship between transformational leadership and helping behaviour*

## Moderating Effect of Work Culture

The findings from this research support the theoretical implications, including greater OCB due to positive employee work motivation. In addition, from a managerial perspective, managers may use the findings of this study to inform their decision-making using different variables (Widarko & Anwarodin, 2022). The findings suggest that a collaborative culture does not significantly moderate the relationship between entrepreneurial leadership and creativity in projects.

*H5: Helping culture moderates the relationship between transformational leadership and helping behaviour*

## Research Framework



**Figure 1**  
*Research Framework*

## Research Methodology

### Research Philosophy and Design

An overall belief about the research under consideration is called the research's philosophy. According to Creswell (2003), philosophy tells the researcher whether data are available and, if so, how they are collected, evaluated, and used to draw research conclusions. It is done by making decisions about ontology, epistemology, and axiology of the proposed research (Abdulmawla et al., 2025). These three terms address whether the research data are available or not, if so, in single or multiple forms, and the researcher's bias status when collecting data from respondents (Shepherd & Challenger, 2013). This research aimed to explore the significance of transformational leadership in helping behaviour, with work motivation as a mediating factor. Regarding ontological assumptions, respondents have adequate knowledge of transformational leadership, helping behaviour, and work motivation. Further, the data are available in a single form, and researchers are unbiased at the time of data collection, as they are gathering data through a self-administered questionnaire. Based on the ontological, epistemological and axiological assumptions, this research follows the positivism research paradigm. This research follows a deductive reasoning approach to analyze the cause-and-effect relationships among transformational leadership, helping behaviour, and work motivation. Following the positivist research paradigm and a deductive reasoning approach, this study employs a quantitative research design.

### Population and Sample

It is said that there are 61 different government and commercial banks in Pakistan today. But the population of our research has been specifically from Punjab, working in the city of Bahawalpur. There are more than 20 banks in Bahawalpur, with a total of 600 employees across all branches. The sample represented the population we selected for our research through convenience sampling, following the Krejcie and Morgan (1970) guidelines. A total of 60 respondents were included in the research. Furthermore, the sample size of this research is adequate per Hair et al. (2011), as it exceeds the minimum threshold for the 10-times rule (i.e., 10 multiplied by the number of structural paths =  $10 \times 4 = 40$ ). For data collection, the cross-sectional method was used due to limited time and resources. With respect to time horizon, this study uses a “cross-section” process, collecting data at one point in time from one source. Employees working in the banking sector in the city of Bahawalpur are the unit of analysis for this study.

### Instrument Development

In primary research, where data is collected directly from respondents, the questionnaire is the best tool to achieve a higher response rate, given time and cost constraints. A current research questionnaire is prepared by adopting scales from existing research, using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The details of the scale are as under.

**Transformational Leadership:** Transformational leadership is measured using a 4-item scale (Carless et al., 2000). The sample items are “My leader communicates a clear and positive vision of the future” & “My leader treats staff as individuals, supports and encourages their development”.

**Work Motivation:** Work motivation is measured using a 4-item scale adopted from Nikos Ntoumanis (2001). The sample items are “I do not motivate because I really feel that I am wasting my time at work” & “I do little work because I do not think this work is worth putting effort into my motivation”.

**Helping Behaviour:** Helping behaviour is measured using a 4-item scale adopted from Gieseke (1977). The sample items are “I recommend this organization to people interested in the organization's products and services” & “I inform these organizations of competitive information that would be useful to the organization”.

**Work Culture:** Work culture is measured using a 4-item scale adopted from Caper & Weltman (2007). The sample items are “in my organization, there are equal opportunities available for employee advancement, irrespective of employee family status” & “my coworkers feel that company social events should be fun for both single and married employees”.

In the current study, data were collected by visiting employees at their workplaces to complete the survey questionnaire. Statistical Package for the Social Sciences (SPSS) v25 was used to analyze the collected data using regression techniques and the Baron and Kenny (1986) method for mediation and moderation analysis.

## Data Analysis

### Demographic Profile of the Respondents

The data for this research were collected from the Banking sector operating in District Bahawalpur. A sample of 150 students was selected, and questionnaires were distributed personally. A sample of 150 respondents is sufficient per the guidelines, given that only 71 questionnaires were returned. So, these responses were excluded from the main response questionnaires. As a result, 71 valid questionnaires were selected for final analysis (i.e., response rate = 47%). Of the 71 respondents, 43 were males and 28 were females, indicating that questionnaires were primarily completed by males. Regarding age, younger employees are more responsive than older employees (i.e., 39.4% of the respondents are under 25). Further, most of the respondents are at an early stage of their careers, as 52% have less than 5 years of experience and 25% have 6 to 10 years of experience. The demographic details of the respondents are presented in Table 1.

**Table 1**  
*Demographic Profile of the Respondents*

Particulars	Frequency	Percentage
<b>Gender</b>		
Male	43	60.6%
Female	28	39.4%
<b>Age</b>		
Up to 25 Years	28	39.4%
26 to 30 Years	15	21.1%
31 to 35 Years	25	35.2%
Above 40 Years	3	4.2%
<b>Experience</b>		
Up to 5 Years	37	52.1%

6 to 10 Years	22	31.0%
11 to 15 Years	8	11.3%
Above 15 Years	4	5.6%

## Descriptive Statistics of the Study

The respondents show positive trends, with mean values above 3.0 and a standard deviation of about 1. Further, the data in this study are within normal ranges, as all skewness values are between -3.0 and +3.0 and all kurtosis values are between -4.0 and +4.0, as defined by Baron and Kenny (1986) and Hair et al. (2011). The descriptive statistics are shown in Table 2.

**Table 2**  
*Descriptive Statistics of the Study*

Particulars	No.	Mean	S.D.	Skewness	Kurtosis
Gender	71	1.04	0.96	0.21	-1.35
Age	71	0.39	0.49	0.44	-1.85
Experience	71	0.7	0.88	1.13	0.49
Education	71	0.77	0.68	0.31	-0.8
Transformational leadership	71	3.77	0.84	-0.66	-0.09
Helping behaviour	71	3.41	0.67	-0.26	-0.5
Work motivation	71	3.82	0.78	-0.61	0.06
Helping culture	71	3.61	0.93	-0.38	-0.55

## Reliability and Validity Analysis

All the variables in this study have Cronbach's alpha values above 0.70. It means the data in this study have an adequate level of reliability (see Table 3).

**Table 3**  
*Reliability Analysis*

Particulars	Alpha Value
Transformational Leadership	0.86
Helping Behaviour	0.62
Work Motivation	0.85
Helping Culture	0.88

Further, Table 4 contains the factor loadings of the items related to transformational leadership, helping behaviour, and work motivation. All item factor loadings are above 0.40 using Principal Component Analysis (PCA). This ensures that all retained fifteen items 21 have an adequate level of validity.

**Table 4**  
*Factor Loadings*

Item	Factor 1	Factor 2	Factor 3	Factor 4
TL1	0.76			
TL2	0.67			
TL3	0.79			
TL4	0.74			
TL5	0.54			
WM1		0.85		
WM2		0.74		
WM3		0.84		
WM4		0.81		
WM5		0.68		
WM6		0.59		
HB1			0.56	
HB2			0.68	
HB3			0.72	
HB4			0.65	
HB5			0.72	
HB6			0.62	
WC1				0.74
WC2				0.81
WC3				0.74
WC4				0.84

## Correlation Analysis

Table 5 presents the results of the correlation statistics. The correlation between transformational leadership and helping behaviour is  $r = 0.36$ ,  $p < 0.01$ . Further, the correlation between transformational leadership and work motivation is moderately significant ( $r = 0.72$ ,  $p < 0.01$ ). Furthermore, the correlation between helping behaviour and culture is moderate ( $r = 0.64$ ,  $p < 0.01$ ).

**Table 5**  
*Correlation Analysis*

Construct	TL	WM	HB	WC
Transformational Leadership (TL)	1	—	—	—
Work Motivation (WM)	0.359	1	—	—
Helping Behaviour (HB)	.713**	.533**	1	—
Work Culture (WC)	.576**	.541**	.714*	1

\*  $p < 0.05$ , \*\*  $p < 0.01$

## Regression Analysis and Hypotheses Testing

This research aims to examine the direct effects of helping behaviour on transformational leadership, with the mediating role of work motivation. To check this proposed model, four hypotheses were drawn. The first three measured the direct effects, and the fourth investigated the indirect (mediating) effect. The direct effect showed that transformational leadership positively affects helping behaviour ( $\beta = 0.662$ ,  $t = 8.458$ ,  $p < 0.05$ ), accounting for 71.3% of the variance, with an overall model significance (f-value) of 71.536. Further, transformational leadership positively affects helping behaviour ( $\beta = 0.288$ ,  $t = 3.194$ ,  $p < 0.05$ ). It generates an impact of 35.9% with an overall model significance (f-value = 10.205). Furthermore, helping behaviour positively affects work motivation ( $\beta = 0.617$ ,  $t = 5.230$ ,  $p < 0.05$ ), generating an impact of 53.3% with an overall model significance (f-value = 27.349). The detailed results are reflected in Table 6.

**Table 6**  
*Outputs of the Direct Model*

Relations	B	t	f-value	R <sup>2</sup>	p-value
TL→HB	0.662	8.458	71.536	0.713	0
TL→WM	0.288	3.194	10.205	0.359	0.002
WM→HB	0.617	5.23	27.349	0.533	0

## Mediation Analysis

To check the mediation analysis, the Barron and Kenny (1986) technique was used. The results confirm that partial mediation exists between transformational leadership and helping behaviour through work motivation (model 1:  $\beta=0.713$ ,  $t=8.458$ ,  $p<0.05$ ; model 2:  $\beta=0.318$ ,  $t=3.850$ ,  $p<0.05$ ).

**Table 7**  
*Mediation Analysis*

Relations	$\beta$	t	f-value	R2	p-value
LT→HB (Model-1)	0.713	8.458	71.536	0.509	0
LT→WM→HB (Model-2)	0.318	3.85	50.346	0.597	0

## Moderation Analysis

The fifth hypothesis proposed that self-efficacy moderates the relationship between workplace ostracism and work-family conflict. To examine this relationship, we employed the Baron and Kenny (1986) technique, using the interaction term proposed by Aiken et al. (1991). In Table 8, statistics elaborated a positive association between Transformational leadership and Helping behaviour ( $\beta = 0.97$ ,  $t = 4.25$ ,  $p < .01$ ), and this effect was weakened by work culture ( $\beta = 1.09$ ,  $t = 3.97$ ,  $p < .05$ ). Furthermore, a valid f-value (e.g., 46.38) confirms the acceptance of the alternate hypothesis that there is a moderating effect of work culture exists on the relationship between transformational leadership and helping behaviour.

**Table 8**  
*Moderating Effect of Self-Efficacy*

Predictors	Helping behaviour	
	$\beta$	T
Transformational leadership (TL)	0.974	4.251
Work Culture (WC)	1.094	3.977*
IRTLWC	-1.047	-2.451**
R2	0.675	
F	46.382	

\* $p < 0.05$ , \*\* $p < 0.01$

## Discussion and Conclusion

The purpose of the study is to examine the effects of transformational leadership on helping behaviour, with work motivation as the mediating variable and helping culture as the moderating variable. For the above inquiry, we have formulated five hypotheses. First, transformational leadership will positively affect helping behaviour. Second, transformational leadership will increase work motivation. Third, higher work motivation will lead to greater helping behaviour. Fourth, work motivation will mediate the relationship between transformational leadership and helping behaviour. Fifth, helping culture will moderate the relationship between transformational leadership and helping behaviour. It was found that transformational leadership positively affects helping behaviour, and these findings corroborate previous studies (Lee et al., 2018).

Furthermore, findings also clarified that helping behaviour partly mediates the link between transformational leadership and motivation. It is also in line with Price et al. (1995) and Rainey (2000), as well as with contemporary research (Endriulaitienė & Morkevičiūtė, 2020). In contrast, helping culture increases the connection between transformational leadership and helping behaviour. The findings are consistent with existing research on the role of helping culture in strengthening connections among positive motivational constructs (Rainey, 2000). Based on the results of this research. We advise organizations working in Pakistan that transformational leadership is a factor that affects helping behaviour and ultimately performance. To avoid adverse circumstances, organizations must work on this dimension to reduce the impact of transformational leadership. It will ultimately positively affect helping behaviour. Further, organizations must take initial steps to increase employee work motivation.

## Research Implications

The study has several implications for practice for organisations, managers, and policymakers. The first step is for organizations to encourage transformational leadership through leadership development and training programmes for managers to inspire, support and motivate employees. Transformational leaders can set a positive tone for the work environment and lead employees to engage in helping behaviours, which, in turn, can enhance teamwork and organizational effectiveness. Second, the results emphasize the role of employees' motivation as a process through which transformational leadership affects helping behaviour. To boost staff's intrinsic motivation and desire to help others, organizations should consider using motivational strategies such as recognition programs, career development opportunities, empowerment, and meaningful feedback. Thirdly, the organizational culture also indicates that companies should build a culture of support, cooperation, and trust. An interdependent and

supportive culture can enhance the positive relationship between transformational leadership and helping behaviours. Managers should foster open communication, knowledge sharing, and teamwork to create such a culture. Last but not least, HR professionals can leverage them in their leadership development programs, performance management systems, and employee engagement strategies. Integrating leadership, motivation, and culture can foster an environment that encourages helping behaviours, resulting in increased productivity, employee well-being, and long-term organizational success.

## Conclusion

The purpose of the research is to determine the effect of transformational leadership on helping behaviour, with motivational factors as a mediating factor. Based on current research findings, it can be concluded that transformational leadership decreases Helping behaviour in teams, and that work motivation mediates the relationship between transformational leadership and helping behaviour. Moreover, the work culture weakens the relationship between transformational leadership and work motivation. To improve employee performance in an organization, transformational leadership should be reduced among team members.

## References

- Ababora, T. M., Mamo, T. R., & Teferi, M. T. (2026). Practice of transformational leadership within and across Ethiopian public research higher educational institutions: Perspectives of academic and administrative staff. *Perspectives: Policy and Practice in Higher Education*, 1–11.
- Abdulmawla, M., Mohamed, L. M., & Elgarhy, S. D. (2025). Effects of transformational leadership and intrinsic motivations on organizational innovation in hotels and travel agencies: The mediating roles of organizational citizenship behavior and organizational commitment. *Journal of Tourism and Services*, 16(30), 1–27.
- Ali, H. F., Chaudhary, A., & Islam, T. (2025). How does responsible leadership enhance work engagement? The roles of knowledge sharing and helping initiative behavior. *Global Knowledge, Memory and Communication*, 74(3–4), 613–629.
- Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Sage.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32.
- Bass, B. M., & Bass Bernard, M. (1985). *Leadership and performance beyond expectations*.
- Becuwe, A., Omri, W., Chalamon, I., Amri, A., & Kovalev, S. (2022). Fostering innovative workplace behaviour through employee recognition: The mediating role of helping behaviour. *Journal of Innovation Economics & Management*, 37(1), 177–204.
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554–571.
- Campbell, J. W., Lee, H., & Im, T. (2016). At the expense of others: Altruistic helping behaviour, performance management and transformational leadership. *Public Management Review*, 18(6), 795–818.
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14, 389–405.
- Cavazotte, F., Moreno, V., & Bernardo, J. (2013). Transformational leaders and work performance: The mediating roles of identification and self-efficacy. *BAR – Brazilian Administration Review*, 10, 490–512.
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980.

- Chou, S. Y., & Stauffer, J. M. (2016). A theoretical classification of helping behavior and helping motives. *Personnel Review, 45*(5), 871–888.
- Chua, J., & Ayoko, O. B. (2021). Employees' self-determined motivation, transformational leadership and work engagement. *Journal of Management & Organization, 27*(3), 523–543.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Why happy employees help: How meaningfulness, collectivism, and support transform job satisfaction into helping behaviours. *Personnel Review, 48*(4), 1001–1021.
- Endriulaitienė, A., & Morkevičiūtė, M. (2020). The unintended effect of perceived transformational leadership style on workaholism: The mediating role of work motivation. *The Journal of Psychology, 154*(6), 446–465.
- González, R., & Lay, S. (2017). Sense of responsibility and empathy: Bridging the gap between attributions and helping behaviours. In *Intergroup Helping* (pp. 331–347).
- Hair, J. F. (2011). Multivariate data analysis: An overview. In *International Encyclopedia of Statistical Science* (pp. 904–907).
- Hanifah, Z., & Syamsir, S. (2026). The effect of transformational leadership and organizational culture on civil servants' performance: The mediating role of organizational citizenship behavior (A study at the Regional Secretariat of Padang Pariaman Regency). *JESS (Journal of Education on Social Science), 10*(1), 1–16.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692–724.
- Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human Relations, 45*(4), 321–349.
- Korejan, M. M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences, 8*(3), 452–461.
- Kovjanic, S., Schuh, S. C., Jonas, K., Quaquebeke, N. V., & Van Dick, R. (2012). How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links. *Journal of Organizational Behavior, 33*(8), 1031–1052.
- Kurniasih, D., Setyoko, P. I., & Saputra, A. S. (2022). Public health center performance during COVID-19 pandemic: What are the contribution of knowledge sharing, work motivation, transformational leadership and organizational citizenship behavior? *Journal of Industrial Engineering & Management Research, 3*(6), 148–168.
- Kwok, M. L. J., Kwong, R., Wong, M., & Duan, J. (2023). Great leaders do everything: A moderated mediation model of transformational leadership, trust in leader, helping behaviour, and idiosyncratic deals. *Asian Business & Management, 22*(2), 549–569.
- Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., & Lin, C.-C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *SAGE Open, 10*(1), 2158244019899085.
- Lee, Y. H., Woo, B., & Kim, Y. (2018). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching, 13*(3), 373–382.
- Lim, J. Y., & Moon, K.-K. (2021). Transformational leadership and employees' helping behavior in public organizations: Does organizational structure matter? *Public Personnel Management, 50*(4), 485–508.
- Morkevičiūtė, M., & Endriulaitienė, A. (2020). Explaining work motivation through perceived transformational leadership: What to expect in a sample of female employees? *Gender in Management: An International Journal, 35*(6), 585–599.
- Nuong Le, T. (2026). Transformational leadership and innovation in Vietnamese higher education: The serial mediating roles of engagement and citizenship behaviour. *SA Journal of Human Resource Management, 24*, 3326.
- Oh, S., & Roh, S.-C. (2019). A moderated mediation model of self-concept clarity, transformational leadership, perceived work meaningfulness, and work motivation. *Frontiers in Psychology, 10*, 450297.
- Oh, S., & Roh, S.-C. (2022). Intrinsic motivation for work activities is associated with empathy: Investigating the indirect relationship between intrinsic motivation for work activities and

- social support through empathy and prosocial behavior. *Personality and Individual Differences*, 189, 111487.
- Phinaitrup, B.-A. (2026). Transformational leadership, public service motivation, commitment, and performance in state-owned enterprises: Results from a Delphi study of executive consensus. *Cogent Business & Management*, 13(1), 2608412.
- Pinder, C. C. (2014). *Work motivation in organizational behavior*. Psychology Press.
- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171–178.
- Price, L. L., Feick, L. F., & Guskey, A. (1995). Everyday market helping behavior. *Journal of Public Policy & Marketing*, 14(2), 255–266.
- Rainey, H. G. (2000). Work motivation. In *Handbook of Organizational Behavior, Revised and Expanded* (pp. 41–64). Routledge.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4(4), 577–594.
- Widarko, A., & Anwarodin, M. K. (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123–138.
- Zhu, W., Avolio, B. J., & Walumbwa, F. O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590–619.