

# BOOK REVIEW: “ORGANIZATIONAL BEHAVIOR AND TRANSFORMATIONAL LEADERSHIP”

by  
Shatha Suleiman Abu-Mahfouz  
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Organizations can be viewed as open systems because they collaborate with external stakeholders to manage critical resources. When companies lack certain resources, they establish relationships with other companies to obtain those required resources (Alkaraan et al., 2023). Scholars shed light on the influence of governance and organizational leadership on business innovation strategies and sustainability (Alkaraan, 2023; Alkaraan & Floyd, 2020; Wu et al., 2023). The findings of Alkaraan et al. (2023) reveal the vital role transformational leadership and organizational ambidexterity play in business innovation strategies to cope with the changing business environment. Radicic and Alkaraan (2022) shed light on the influence relative effectiveness of open innovation strategies in single and complex business innovators. Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors affecting organizational performance (Al-Hazim et al., 2017; Hiyassat et al., 2016; Bekr, 2016, 2018).

Accordingly, human resource management in an organization has become one of the most critical functions of a company. The nexus between transformational leadership and organizational behavior has been examined in different contexts and settings through various objective and subjective measures based on various theoretical lenses. The mediating role of employee commitment was also examined in several past studies that then improved employee performance. Commitment can be defined as loyalty and attachment of an individual or group to the organization (Agha et al., 2017). It is a mental expression that links an individual and a mindset that ties the individual to the organization (Durkin & Bennett, 1999). Research has tracked down a positive nexus between transformational leadership, employee commitment, and employee performance (Hill et al., 2012; Ashikali & Groeneveld, 2015; Buil et al., 2019).

In today's highly competitive business environment, innovation trajectories are viewed as crucial determinants for maintaining a competitive edge. Leadership has dependably been the subject of human society among students, scholars, and specialists. Leadership is described as one of the most observed and least understood phenomena (Burns, 1978). Leadership can be viewed as a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2015). Prior studies explored how transformational

leadership impacts employee innovation behavior (Lim & Moon, 2022; Kucharska & Rebelo, 2022; Jun & Lee, 2023; Sharma & Lenka, 2023). Findings of previous studies provide sound evidence regarding a positive association between transformational leadership and employees' work engagement. Also, regarding the positive association between transformational leadership and employees' promotion focus. Leaders may promote followers' motivations by provoking a promotion focus frame and this motivational frame further shapes followers' outcomes in terms of employees' work engagement (Alamri, 2023).

The book "*Organizational Behavior and Transformational Leadership*" by Dr. Shatha Suleiman Abu-Mahfouz articulates the employee-oriented transformational leadership model and sheds light on current issues regarding the nexus between transformational leadership, human resource practices, employee commitment, and employee performance. The book addresses the debate underpinning human resource management (HRM) practices including transformational leadership, employee commitment, and employee performance discourse through six chapters incorporating concepts, practices, conceptualization, paradigms, and analysis and results. The book is suitable for use by students in undergraduate and post-graduate programmes, academics, researchers, managers, regulators, and standards setters. The book is well structured as follows.

Chapter 1 offers a comprehensive review of employee performance, its definition, descriptions, and the importance of employee performance in the construction sector. Chapter 2 provides insightful discussion regarding HRM practices, their definition, dimensions, and the importance of HRM practices in the construction sector. Chapter 3 explores the principles underpinning transformational leadership with an emphasis on the importance of transformational leadership in the construction sector. Chapter 4 sheds light on the importance of employee commitment in the construction sector. Chapter 5 presents a comprehensive view of organizational behavior, theoretical lenses, various related paradigms, hypotheses development, the conceptual model, and organizational behavior in the construction industry. This is followed by Chapter 6 which describes organizational behavior research, its methodology, analysis, findings, results, discussion, contributions, and conclusions.

Through these chapters, the author articulated interesting debate regarding current issues underpinning organizational behavior and transformational leadership including:

- Nexus between HRM practices and employee performance.
- The relationships between transformational leadership and employee performance.
- Techniques/mechanisms regarding measuring the relationship between HRM practices and employee commitment.
- Key determinants influencing transformational leadership and employee commitment.
- The influence of key factors related to employee commitment and employee performance.
- The mediating impact of employee commitment on the nexus between HRM practices and employee performance.

The book provides a better understanding of HRM concepts and practices in the construction sector through a comprehensive literature review in Chapter 2. The book sheds light, through Chapter 3, on current issues underlying transformational leadership including concepts and the importance of transformational leadership, and a review of the transformational leadership dimensions. Chapter 4 examines the literature on the concept of employee

commitment and the concept of employee commitment in the construction sector. The components of employee commitment are also reviewed. It also discusses the importance of employee commitment in the construction sector and the mediating effect of employee commitment. To survive in the current globalized world, it has become imperative for organizations to formulate viable policies and practices to maximize employee job performance strengthen the productivity of the organization, and efficient and effective use of organizational resources. Chapter 5 outlines these domains through sound research methodology and offers a conceptual framework that can be adopted or adapted by researchers and practitioners. Chapter 6 incorporates details regarding empirical study and offers instrumental mechanisms for future research, particularly within the construction industry context.

Overall, this book addresses significant issues regarding organizational behavior and transformational leadership which are consistently influenced by the contextual factors surrounding organizations. The book adds to our knowledge through the literature and by presenting a new model, specifically the employee-directed transformational leadership model (EDTLM), which focuses on the relationship between transformational leadership and employee commitment. The study demonstrated a significant relationship between transformational leadership and employee commitment in the context of the construction industry. Hopefully, the topics included in this book will help readers and researchers who focus on this paradigm of research, organizational behavior, and transformational leadership.

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