# Leadership Style, Job Satisfaction, Effective Commitment, and Turnover Intention: A Literature Review

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**Abstract**
The main aim of this paper is to review the literature regarding Leadership – style, job satisfaction, effective commitment and turnover intention The choice of petroleum sector in Libya to investigate the effect of affective commitment on the relationship between transformational leadership style, job satisfaction and turnover intention, because Libya is a member of organization of petroleum exporting countries (OPEC), this holds the largest proven oil reserves and the most important oil-producing countries in Africa and the world. The petroleum sector in Libya is very important because it is the backbone of Libyan economy. Transformational leadership and Job satisfaction effect positively on Affective commitment and Turnover intention.

## 1. Introduction

Libya is a member of the Organization of Petroleum Exporting Countries (OPEC) and holds the largest proven oil reserves in Africa. Libya has attracted hydrocarbon exploration since 1956, when the first wildcat oil well was drilled onshore in the Sirte Basin. Libya granted multiple concessions to Esso, Mobil, Texas Gulf, and others, resulting in major oil discoveries by 1959. The government dominates Libya's economy through control of oil resources, which account for approximately 95% of export earnings, 75% of government receipts, and over 50% of GDP. The National Oil Corporation was established in 1970 to manage and control Libya's petroleum sector, along with a number of smaller subsidiaries, which combined account for around half of the country's oil output [1]. National Oil Corporation carries out exploration and production operations through its own affiliated companies, or in participation with other companies under service contracts or any other kind of petroleum investment agreements. This is in addition to marketing operations for oil and gas, locally as well as abroad. NOC has fully owned companies that carry out explorations, developments, and production operations, in addition to local and international marketing companies [2]. The NOC is the biggest oil producer in Africa. Its mandate is to promote the Libyan economy by undertaking development, management, and exploitation of oil resources as well as by participating in planning and executing the general oil policy of the state [1].

## 2. Literature Review and Conceptual Framework

### 2.1 Transformational Leadership

The transformational leadership concept is raising the level of one's awareness, influencing others and oneself to overtake self-interest for the benefit of the team, and to motivate others to achieve more than they thought possible. According to, Transformational managers are those who stimulate and inspire others to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity as well [3]. Transformational leadership concentrates on long-term rather than short-term goals and places value on developing a vision or inspiring and encouraging followers to pursue this vision. As [4]asserted, such transformational managers support others to grow and develop their leadership by responding to their individual needs. These managers align the objectives and goals of the individual employees, the manager, the group, and the larger organization [5].

It would seem from the literature that the earliest conceptualization of transformational leadership was that of as early a, and [6]. Burns laid the foundation for this theory, which was built on by others, as highlighted as early as the 1990s, the importance of developing transformational leaders in order to be responsive to change and to innovate within organizations [7]. These leaders are believed to inspire desires within their followers to achieve and engage in self-development, and to promote the development of groups and organizations by arousing a heightened awareness of key issues and increasing the confidence of followers. They are influential, considerate, stimulating, and inspirational.

Consequently, in this model, there are four behavioral components of transformational leadership, which can be outlined as follows [8]–[10].

**Idealized influence** is concerned with charismatic actions by the leader related to values, beliefs, and mission. In this component, it is believed that charismatic behavior by the leader

**Idealized influence (behavior),** or charismatic behavior, refers to specific leader behaviors that reflect the leaders' values and beliefs, their sense of mission and purpose, and their ethical and moral orientation. Also, the behavior of the leader becomes idealized and manifests in collective values and actions within the organization, as the leader provides a compelling vision, mission, and high standards for emulation.

**Idealized influence (attributed),** or attributed charisma, refers to follower attributions about the leader as a result of how they perceive the leader's power, confidence, and transcendent ideals.

**Individual consideration** is where the leader recognizes the individual's uniqueness and individual needs and provides support, encouragement, and coaching, delegation, advice, and feedback for personal development. Such leaders also link the individual's needs to those of the organization to enable opportunities for growth and self-actualization.

**Intellectual stimulation:** involves behavior by the leader that encourages new ways of solving problems and innovative ways of executing daily responsibilities by challenging the beliefs and values of the followers, as well as those of their leaders and the organization. The leader appeals to the followers' logic and analysis, and the followers are encouraged to take intellectual risks and challenge the status quo.

**Inspirational motivation:** involves the development and communication of an appealing vision that provides shared and challenging goals, and arouses team spirit, enthusiasm, and optimism by modeling the behaviors that are deemed appropriate. It involves energizing the followers in their beliefs to achieve a challenging but achievable vision.

## 2.2 Job Satisfaction

Job satisfaction has been a phenomenon of intense interest among practitioners and researchers for several decades. Many different definitions have been put forward; for instance, some definitions focus on the job itself, while others include all the job-related factors [11]. Practitioners and researchers have defined satisfaction as positive feelings or aggressive responses, whereas others have defined it as the gap between the expected gain and the actual gain. [12] views job satisfaction as a cluster of evaluative feelings about the job.

Job satisfaction refers to an employee's positive attitudinal orientation towards his/her job. It is an affective state towards certain aspects of a job, resulting from a person's appraisal of actual outcomes and all aspects of the relationship with the organization, with those outcomes that they anticipated or feel they deserve [13]. There are various factors cited in the literature that are causal to or have an impact on job satisfaction. These include, but are not limited to, enjoyable work; realistic promotional opportunities; fair remuneration; respectable supervisors; interpersonal relationships; company policies; working conditions; responsibility; achievement; recognition; and psychological empowerment [14]. A few studies have been cited that specifically relate low levels of employee satisfaction with high levels of turnover. They also found strong relationships between job dissatisfaction and intention to quit in their research [15].

There is a relatively consistent indication in the research of a negative relationship between job satisfaction and turnover behaviour, which suggests that job satisfaction is directly related to organizational commitment and indirectly related to turnover intentions. Phenomenological experience of work is multifaceted, and a consideration of the combined effects of the different aspects of the work experience assists in understanding turnover intentions. According to these authors, three important aspects of the experience of work are value attainment (the extent to which a job helps an individual attain life values – the enduring beliefs one holds of what is appropriate), attitudes (the knowledge structures that capture how one evaluates a job – including job satisfaction and organizational commitment) and moods (the affective states individuals experience when they are engaged in their work – how one feels when performing one's job). In their research, they found that the job satisfaction and turnover-intention relationship was strongest when an individual's job did not help him attain their personal values, and positive moods were experienced.

It is clear from the above that job satisfaction has an impact on the organizational outcome of turnover due to its direct relationship with intention to quit. Specific reference was made to how the structure of work relates to job satisfaction. Job satisfaction, with specific reference to job-related characteristics, is therefore an important factor to consider if a leader or organization wishes to ensure the mitigation of turnover intentions in their employees.

## 2.3 The mediating role of organizational commitment (affective commitment)

The topic of organizational commitment has become immensely popular in the past two decades due to the interest of researchers and practitioners in the field of management. Organizational commitment has been researched in various contexts, including (a) Perceived Organizational Support, (b) Performance Among Guest Workers, (c) Job Outcomes, (d) Trust, Innovative Behavior, (e) Organizational Culture and Leadership Style, and (f) Job Satisfaction. Some of these studies pointed out that organizational commitment has a positive relationship with these variables [16]–[20].

Many scholars have defined the concept of organizational commitment in different ways. defined organizational commitment as a belief and acceptance of organizational goals and values, the willingness to exert effort toward

organizational goals, accomplishments, and a strong desire to maintain organizational membership. Basically, it is an individual's affective binding with his/her organization as a consequence of accepting organizational values, and the willingness to keep working within the organization. mentioned three types of commitment, including commitment from necessity (continuous commitment), commitment from obligation (normative commitment), and affective organizational commitment, which is studied extensively and the most relevant form compared to the organizational identification [21]. [22] defined affective commitment as an emotional attachment, identification, and involvement in the organization. Affective commitment refers to the feelings of belonging and the sense of attachment to the organization. It has been related to the personal characteristics, leadership behaviors, and organizational structures.

All of the definitions concerning affective organizational commitment emphasize the employee's bond with the organization, captured by the characteristics such as acceptance of organizational goals, values, and a strong desire to associate with the organization. According to the studies, there are some variables related to the affective commitment, the structure and environment of the organization. The characteristics of the job, interesting work, job security, opportunities for advancement, development, organizational support, supervisory support, fair treatment ( formal procedural justice, distributional justice and interactional justice), participatory management, openness to new ideas, change, satisfaction with salary, the employee's job experience, mismatch in working hours (negatively correlated), and downsizing some of these variables in turn lead to absenteeism and turnover intention. As the affective commitment is more important than the other commitment types, affective commitment and its relations with the transformational leadership, job satisfaction, and turnover intention are discussed in this study.

## 2.4. Turnover intention

Organizational leaders must identify variables that predict significant levels of propensity to leave. When organizations measure their employees' turnover intention When organizations measure their employees' turnover intentions, organizational leaders can gain a better insight into probability of their employees separating from the organizations, organizational leaders can gain a better insight into the probability of their employees separating from the organization. As a result, organizational leaders can identify opportunities to minimize turnover in organizations [23].

Organizational leaders must make significant investments in replacing productive employees who voluntarily terminate their employment. High levels of attrition result in disruptions of work, decreases in company morale, loss of historical knowledge, and loss of knowledge and skills in organizations. Most organizational leaders agree that not all turnovers are undesirable. In some cases, it is desirable for nonproductive employees to voluntarily leave. However, in many cases, talented employees voluntarily separate from their organizations [24]. When deciding whether to leave or to stay, individuals evaluate their job to get a sense of their job satisfaction. Therefore, many company leaders seek to minimize voluntary turnover among their employees by reducing the number of employees who are dissatisfied with their jobs. Turnover intention occurs when employees plan to leave their position or when organizational leaders plan to remove employees from a position [25].

[26] developed a conceptual model of the turnover process that proposed four determinants of turnover: (a) pay levels, (b) integration into the organization, (c) instrumental communication or role performance, and (d) formal communication. Similar to Price's model, a turnover intentions model was developed that had four facets: (a) job satisfaction, (b) expected utility of internal alternative work, (c) expected utility of external work role, and (d) non-work values. More recently, researchers have examined other factors that predict employee propensity to leave. Role ambiguity, conflict, perceived workload, age, years in position, and gender have all been explored as variables that could affect turnover.

The findings from past studies have empirically linked job satisfaction and turnover intentions and demonstrated that job satisfaction negatively influences propensity to leave. Research studies have shown that employee participation in decision-making can affect job satisfaction and turnover intentions. and revealed that an empirical link exists between organizational support and turnover intentions. explored the role of job performance on the employee withdrawal process. reported that there is a significant relationship between performance and perceived ease of movement and turnover intentions. [27] revealed that rewards moderate the relationship between performance and the desirability of movement.

Intentions are the most immediate determinants of actual behaviour. Turnover has been an important topic of research in many disciplines, most of which have focused primarily on identifying antecedents for and developing models of the turnover process. Turnover and retention are referred to interchangeably in the literature. Ensuring retention of knowledge workers refers to those actions involved in getting employees to stay with the organization and minimizing voluntary turnover. To achieve this requires an understanding of what causes turnover so that effective measures can be taken to prevent it. The most important and immediate antecedent of turnover is the intention to quit. Intention to quit is the strength of a person's view that he/she wish not to stay with an organization.

## 2.5 Conceptual Linkage

The review of related literature has presented various antecedents for intention to quit, namely biographical and demographic variables; work-related factors; conditions of employment; extent to which work expectations are perceived

to be met; conflicting standards; availability of alternatives; psychological climate; organizational citizenship behavior; job attitude; job satisfaction; perception of control; job stress; absenteeism; boundary spanning; perceived organizational support; job satisfaction; perceived supervisor support; communication and consultation; challenging work; leadership; development opportunities; remuneration and reward; person-organization fit; and more. There is also evidence in the literature of the impact of leadership behaviors on intention to quit. Figure 1 shows the conceptual framework of this study.

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┌─────────────────┐
│ Job satisfaction│────────┐
└─────────────────┘        │      ┌──────────────┐        ┌──────────────────┐
                           ├─────▶│  Affective   │───────▶│ Turnover intention│
┌─────────────────┐        │      │  commitment  │        └──────────────────┘
│ Transformational│────────┘      └──────────────┘
│    leadership   │
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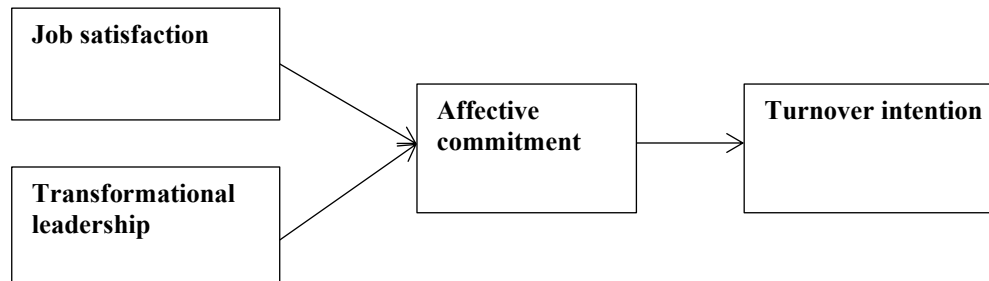
Figure 1: Conceptual Framework

Transformational leadership emphasizes vision, inspiration, and individualized consideration, which enhance employees' perceptions of meaningful work, recognition, and fairness. Prior studies suggest that leaders who motivate and support employees foster greater job satisfaction.

- **H1:** Transformational leadership has a positive effect on job satisfaction.

Leaders who inspire and intellectually stimulate employees tend to build strong emotional bonds with their organizations. Transformational behaviours such as trust, fairness, and shared vision encourage employees to develop a sense of loyalty and attachment.

- **H2:** Transformational leadership has a positive effect on affective commitment.

Employees who are satisfied with their job conditions, rewards, and growth opportunities are more likely to feel emotionally attached to their organizations. Satisfaction acts as a foundation for affective commitment.

- **H3:** Job satisfaction has a positive effect on affective commitment.

When employees are satisfied, they are less likely to seek alternative employment opportunities. Job dissatisfaction, conversely, is consistently linked with higher turnover intention.

- **H4:** Job satisfaction has a negative effect on turnover intention.

Employees with strong emotional attachment and identification with their organization are more motivated to remain, which reduces their turnover intentions.

- **H5:** Affective commitment has a negative effect on turnover intention.

Transformational leadership enhances employees' affective commitment, which in turn reduces their intention to leave. Commitment serves as the pathway through which leadership impacts turnover.

- **H6:** Affective commitment mediates the relationship between transformational leadership and turnover intention.

Job satisfaction fosters emotional attachment to the organization, and this attachment lowers turnover intention. Thus, affective commitment explains how satisfaction translates into reduced turnover.

- **H7:** Affective commitment mediates the relationship between job satisfaction and turnover intention.

## 3. Methodology

This study adopts a conceptual research design aimed at synthesizing, integrating, and extending existing knowledge on the relationships between leadership style, job satisfaction, affective commitment, and turnover intention in the Libyan petroleum sector. Unlike empirical research that relies on primary data collection, a conceptual approach emphasizes the critical examination of theoretical frameworks, prior literature, and established constructs to propose a structured model. In doing so, this paper draws on a wide range of scholarly sources, including seminal works and contemporary studies, to build a comprehensive framework that links transformational leadership and job satisfaction with affective commitment and turnover intention. The methodology is grounded in a systematic literature review and theory-driven reasoning process. A thematic synthesis of peer-reviewed articles, books, and reports was conducted, focusing on publications related to leadership theories, organizational behaviour, and employee turnover. The selection process emphasized studies that investigate transformational leadership, job satisfaction, organizational commitment, and turnover across diverse sectors, with particular attention to research in petroleum, energy, and resource-dependent economies. The review process

not only collates empirical findings but also identifies recurring patterns, inconsistencies, and conceptual gaps, which serve as the basis for the proposed model. In line with the goals of a conceptual paper, this methodology relies on deductive reasoning to formulate linkages among variables, drawing from established theories such as Transformational Leadership Theory, Job Satisfaction models, and Meyer and Allen's Organizational Commitment Theory. These theories are critically evaluated and synthesized to establish a logically coherent framework, supported by prior evidence and contextualized for the Libyan petroleum sector. By combining theoretical perspectives with contextual analysis, the study advances propositions that can guide future empirical research, offering both theoretical contributions to academic discourse and practical implications for organizational leaders in Libya's vital petroleum industry.

## 4. Conclusion

This study proposed a conceptual model linking transformational leadership, job satisfaction, affective commitment, and turnover intention in the Libyan petroleum sector. The framework suggests that transformational leadership and job satisfaction are key drivers of affective commitment, which in turn plays a critical role in reducing employees' intention to leave. By positioning affective commitment as the mediating mechanism, the model highlights the importance of building strong emotional bonds between employees and their organizations to ensure workforce stability in a sector that is central to Libya's economy. The implications of this study are twofold. Theoretically, it advances understanding by integrating leadership, satisfaction, and commitment into a single framework that moves beyond simple direct effects and emphasizes underlying psychological mechanisms. Practically, it highlights the need for leaders to adopt transformational behaviours and for organizations to create satisfying work environments in order to strengthen employee loyalty and minimize turnover. Future research can build on this foundation by empirically testing the model and extending it to other industries and contexts, thereby enriching both academic knowledge and managerial practice.

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