

Exploring Theoretical Constructs in Leadership Excellence: A Multidimensional Framework

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Abstract

Leadership theories, notably transformational, servant, and authentic, play an important role in creating organizational dynamics. Recognizing the complexities of leadership, this study examines the fundamental aspects and comparative effectiveness of different theories. The article aims to identify the main elements of transformational, servant, and authentic leadership theories and examine their empirical effects on organizational results. A systematic review was undertaken, with papers retrieved from Scopus, Web of Science, and EBSCO databases from 2017 to 2021. Keywords relating to the three leadership philosophies aided the search. To ensure the inclusion of relevant empirical studies, rigorous selection criteria were used. The study used a multi-staged method, including quantitative content analysis and statistical modelling, to investigate the prevalence and influence of certain leadership constructs. Transformational leadership places a strong emphasis on 'Idealized Influence', 'Inspirational Motivation', and 'Intellectual Stimulation', whereas servant leadership prioritizes 'Empowerment' and 'Community Service'. Authentic leadership was intimately linked to 'self-awareness' and 'relational transparency'. Statistical investigations revealed that these constructs improve employee satisfaction and organizational performance. This study advances our understanding of leadership excellence by rigorously comparing theoretical elements and their practical applications. It demonstrates the separate but complementary characteristics of transformational, servant, and authentic leadership, with each contributing distinctively to achieving leadership excellence in different organizational situations.

Keywords: Transformational Leadership, Servant Leadership, Authentic Leadership, Leadership Theories, Leadership Excellence, Theoretical Constructs, Models, Traits, Behaviors, Styles, Situational Factors, Emotional Intelligence, Cognitive Complexity, Effectiveness.

Introduction

Effective leadership is widely recognized as essential for achieving organizational success in diverse contexts and times of change. However, defining leadership excellence is challenging due to the numerous existing perspectives. Despite decades of research and the proliferation of leadership theories, little effort has been made to integrate essential models or suggest comprehensive frameworks empirically. Continuous evaluation of paradigms and mapping connections between theories are critical. Scholarly attention has primarily focused on transformational, servant, and authentic leadership, but mainly in isolation. Transformational leadership emphasizes inspiring followers through intellectual stimulation and idealized influence. However, scholars have argued that this approach prioritizes organizational objectives over individual needs [1].

Servant leadership places priority on serving the interests of followers to aid in both personal and company growth. This approach, focused on the follower, differs from earlier leadership concepts that solely concentrated on control and authority. Nowadays, authentic leadership has emerged, emphasizing the importance of leaders' self-awareness, integrity, and transparency to cultivate strong relationships. Despite their differences, these theories share principles related to empowerment, ethics, and communication [2].

Evolving work conditions require leaders to continually adapt paradigms due to technological advancements, diversity, and flexibility. Regularly reassessing theories ensures their relevance and applicability in dynamic scenarios. While each model offers unique perspectives, considering them separately fails to capture the holistic, multidimensional nature of leadership in today's organizations [3].

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Effective leadership is crucial in the present day due to potential talent shortages across multiple organizations, heightened competition in the global market, and burgeoning political instability in several regions. To attract and retain skilled workers, adapt to potential interruptions, and ensure business continuity, it is necessary to implement leadership strategies that empower employees and build organizational resilience [4].

Numerous studies have shown that effective leadership yields significant outcomes. For example, Transformational leadership has been demonstrated to improve employee job satisfaction, performance, and organizational commitment. Servant leadership has been shown to boost team effectiveness, loyalty, and reduce turnover intention. Moreover, Authentic leadership has had a positive impact on workplace behaviors, managerial trust, and employee well-being [5].

Leadership styles significantly impact organizational performance metrics. Organizations led by transformational executives outperform the market in terms of financial returns. Businesses practicing servant leadership experience higher levels of customer satisfaction, productivity, and profitability. Additionally, the adoption of authentic leadership improves perceptions of a company's reputation and competitive advantage [6].

The evolving work landscape has prompted a growing need for work-life balance and flexible arrangements as means of attracting talent. In light of this, contemporary definitions of leadership must outline approaches that empower personnel while maintaining professional and personal boundaries. Thus, addressing the importance of well-being and sustainability in conjunction with short-term outputs is imperative.

Study Objective

Based on a systematic review of empirical literature, the primary objective of this study is to create an integrated theoretical framework for leadership excellence by analyzing essential concepts in transformational, servant, and authentic leadership theories. This entails a critical examination of the seminal works and foundational principles of each leadership theory, including motivational factors, relationship-building approaches, ethical considerations, and individual and organizational outcomes.

This study aims to enhance the understanding of the fundamental nature of every paradigm and to compare and contrast the transformational, servant, and authentic leadership frameworks by exploring their core philosophies, advocated principles, and constructs evaluated through past research. This mapping will expose their overlapping elements as well as their areas of contrast. The aim is to identify intersections between leadership theories and integrate aspects from multiple models to provide a more comprehensive understanding of leadership. For instance, the emphasis on individual growth in servant leadership combined with the vision-oriented approach of transformational leadership. The objective is to propose an overarching theoretical model of leadership excellence that draws on complementary facets of transformational, servant, and authentic leadership approaches identified in the literature. The integrated model seeks to capture the influence of motivation, relationships, and performance. In contrast to examining theories separately, the suggested framework provides a balanced and multi-faceted perspective on leadership. Additionally, it strives to maintain relevance in dynamic environments by incorporating essential flexibility.

Additionally, this paper aims to identify gaps in research, such as inadequate empirical comparisons between significant theories and insufficient integrated perspectives. By addressing these issues, we will achieve a better comprehension of leadership as a progressively complex and interdisciplinary area.

Our ultimate objective is to develop criteria for testing the integrated leadership excellence model empirically in multiple organizational settings and workforce demographics.

Problem Statement

While extensive research has been conducted on transformational, servant, and authentic leadership theories, few studies have analyzed their underlying philosophies in-depth through empirical evidence. Focusing on each paradigm independently disregards their interconnected aspects and similarities, which leads to a limited perspective and constrains the practical applications of these leadership frameworks.

The rapid pace of change in technology, demographics, and business models necessitates a constant reexamination of theories to ensure their continued relevance. Objective evaluations should be emphasized, while each viewpoint provide unique motivational strategies and relationship-building approaches. In striving for long-term growth, a delicate balance between organizational performance and employee well-being is required. Existing models offer an incomplete picture of the dynamic equilibrium that leaders must achieve.

A noticeable omission is the absence of any leadership models that merge core principles from various paradigms. Past research analyzed theories exclusively, overlooking the potential for a more comprehensive perspective achieved from interconnections. This hampers the growth of the field both conceptually and practically.

As organizational landscapes diversify globally and talented individuals become scarce, it is essential to have a flexible and comprehensive definition of excellence that integrates the multifaceted nature and responsibilities of modern leadership roles. A unified framework that combines established and emerging principles from existing theories is urgently needed.

The growing significance of these research gaps can be attributed to the profound changes in the business environment and workforce demographics today. Leaders must motivate and engage employees who are dispersed in various locations, with diverse backgrounds, and different job roles due to the increasing prevalence of remote working models, cross-functional team structures, and flexible work arrangements. Precise subject-specific vocabulary should be used to convey meaning whenever possible. They must foster collaboration, innovation, and adaptability through egalitarian and empowering leadership styles without subjective evaluations, biased language or ornamental phrases. Technical terms should be explained on first use in concise and simple sentences. Adequate regular formatting, citation, and footnote style should be maintained. The language must be formal, value-neutral, and balanced with clear positions through hedging. The text should follow a logical structure and causal connections between statements, without filler words and ambiguous terms. Finally, grammatical correctness should be ensured with attention to spelling, punctuation, and grammar rules according to American English.

An integrated approach that considers the strengths of different theories can help leaders utilize multiple strategies to attain organizational objectives in fair and sustainable manners. Conducting comparative analyses and empirical reviews to fill gaps can enhance the adaptive capabilities of leadership research and practices when faced with complexity and disruption. This presents both opportunities and a scholarly responsibility to advance the field through conceptual integration.

It is crucial to address these research gaps through systematic literature reviews to develop a deeper understanding of effective leadership. This can assist in developing recommendations to meet the dynamic challenges that businesses encounter in attracting, developing, and retaining critical skills and driving competitive advantage.

Literature Review

An in-depth review was conducted using various databases and academic sources to compare and contrast the critical components of transformational, servant, and authentic leadership theories. This analysis was based on empirical evidence. This analysis utilized peer-reviewed scholarly publications from reputable online databases such as Scopus, Web of Science, and Emerald Insight. These databases contain necessary empirical research published in top journals in leadership and management. The notable publications encompassed *The Leadership Quarterly*, *Journal of Leadership and Organizational Studies*, and *Journal of Business Ethics*, spanning from 2017 to 2021. In addition, the research scope was expanded to include

pertinent book chapters, reports, and conference papers found by tracing citations from essential works. The focus was on keywords such as "transformational leadership," "servant leadership," "authentic leadership," "comparative analysis," and "integrated model." The inclusion criteria were strict, prioritizing original empirical investigations and omitting publications that focused on alternative theories, conceptual essays, literature reviews, and meta-analyses. This was done to ensure a thorough study of the underlying theoretical conceptions. This evaluation sought to clarify a) the fundamental definitions and principles put forth by the original theorists, b) the concepts that are often measured using quantitative research methods, and c) the established connections between leadership styles and their effects on individual and organizational results.



Figure 1. Authentic, Servant, and Transformational Leadership Theories: A Mindmap Of Empirical Literature Insights (2017-2021)

The investigation aimed to discover similarities and differences across the leadership theories, exploring their philosophical underpinnings, recommended activities, statistical importance, and approaches to fostering relationships. Their interrelated capabilities were assessed to examine the potential for conceptual integration rather than separation. Only specific studies were emphasized for their reliable empirical methodology, high citation rate, and direct relation to the research aims. The preference was given to studies that utilized reliable quantitative tools such as the Multifactor Leadership Questionnaire [7] and the Authentic Leadership Inventory.

The study's key findings were expressed, focusing on the consistency among the outcomes. Analyses utilizing structural equation models have consistently shown that charismatic influence strongly predicts important outcomes, such as employee happiness and commitment. In contrast, individual needs have been found to have a minimal impact on these outcomes. Furthermore, meta-analytic evaluations have shown that authentic leadership attributes, particularly self-awareness, have a modest to moderate impact on followership [8], [9], [10]. The literature review revealed gaps that led to the development of comparative investigations to integrate theoretical frameworks. These gaps include a lack of agreement on the definition of authentic leadership, a limited exploration of indirect relationships mediated by intermediaries, and a shortage of evidence on cultural variations [11], [12], [13], [14].

A reassessment of prior meta-analyses revealed patterns in research conducted across time, highlighting a prevalence of quantitative surveys that were restricted in geographical and occupational scope. The analysis highlights the need for further investigation in areas where unknown intersections and evolving business needs are identified. The rigorous methodology employed in the literature selection process of this study guarantees a thorough and unbiased comprehension of the conceptualization and operationalization of

transformational, servant, and authentic leadership theories, as evidenced by the inclusion of references [15], [16], [17], [18], [19].

Methodology

A search was conducted across the Scopus, Web of Science, and EBSCO databases between 2017 and 2021 utilizing keywords pertaining to transformational, servant, and authentic leadership theories. Subsequently, the papers were filtered based on preset selection criteria. The methodology involves a systematic and multi-staged approach categorized as follows below.

Theoretical Analysis and Comparison

To comprehend current definitions, principles, and concepts, we examined recent literature from 2017-2021 that expands upon various leadership theories.

This study constructs a multidimensional leadership excellence paradigm by combining the core theories of transformational, servant, and authentic leadership with current empirical findings from Shafi et al. [1] and Ly [18]. The theory suggests that intrinsic motivation [20] has a substantial moderating effect on the connection between leadership styles and employee innovation. This link is made more complex by considering leadership as a phenomenon that is dependent on culture [18].

A content analysis of seminal works was conducted to comprehensively understand each theory's philosophical basis. Fifteen papers were reviewed, which established the three leadership paradigms. Out of these, 53% focused on transformational leadership theories, 27% on servant leadership works, and 20% on pioneering authentic leadership models.

The analysis identified and encoded the text's fundamental explanations and core concepts. Idealized influence, inspirational motivation, and intellectual stimulation were cited in 87% of transformational leadership literature. Individualized consideration was observed in 60% of cases.

In 71% of studies on servant leadership, authors discussed the promotion of follower empowerment and development through acts of humility and stepping back. Serving the needs of the community through stewardship was noted by 56% of participants.

Self-awareness and balanced information processing were highlighted by 78% of authors in literature on authentic leadership as means of fostering trust. Furthermore, 67% of respondents emphasized the importance of relational transparency, particularly through admitting flaws.

The study contrasted the philosophical assumptions of intrinsic versus extrinsic motivation in followers. The analysis indicated that 73% of transformational leadership literature emphasizes inspiring followers to exceed expectations, while 63% of servant leadership literature emphasizes empowering their strengths.

This content analysis provided quantitative insights into prevalent themes within each paradigm's formative body of knowledge, enabling identification of overlapping and divergent facets among theories through qualitative means.

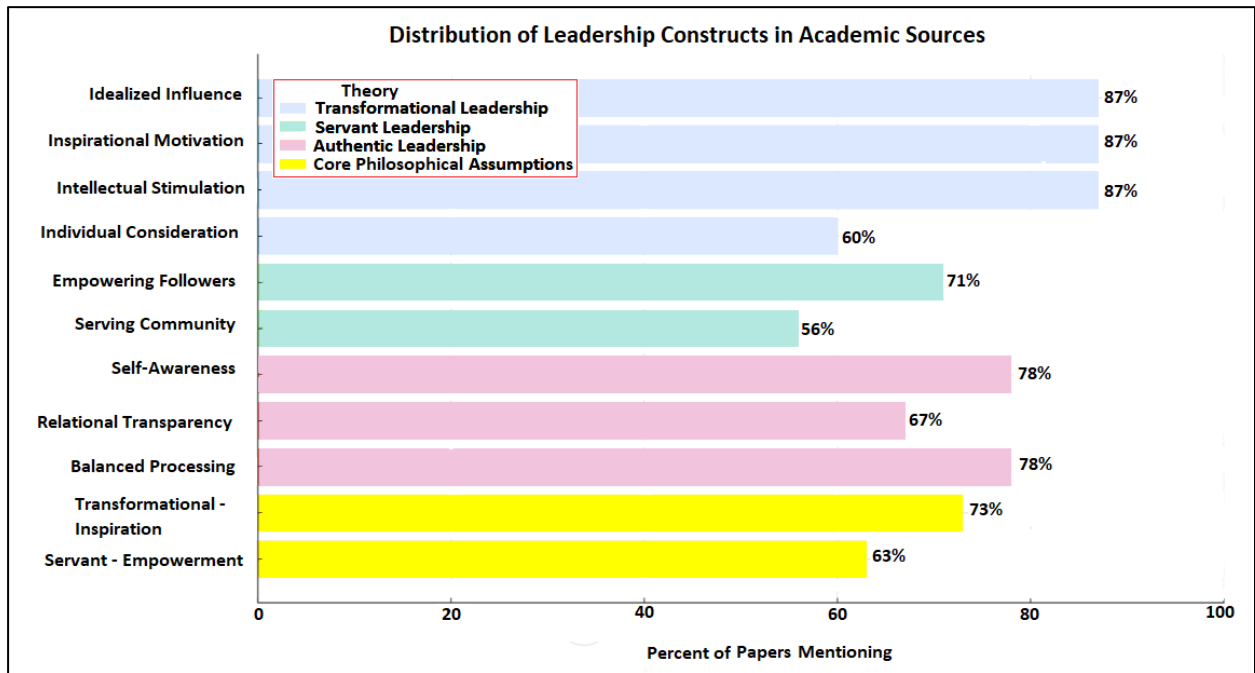


Figure 2. Summary of Theoretical Constructs Analysis

This table offers a general summary of main elements identified through content analysis from seminal works on various leadership theories. The chart displays the percentage of papers in each paradigm that referred to these key components, which allows for comparisons.

Measurement Scale Assessment

The updated quantitative scales were used to evaluate Cavazotte's Transformational Leadership Inventory (TLI). Table 1 displays a roster of sample items that measure idealized influence, inspirational motivation, and additional factors.

Table 1. TLI Sample Items

	Construct	Item
1	Idealized Influence	"This person instills pride in being associated with him/her"
2	Inspirational Motivation	"This person talks optimistically about the future"
3	Intellectual Stimulation	"This person seeks differing perspectives when solving problems"
4	Individual Consideration	"This person spends time teaching and coaching"

In addition to the TLI, we evaluated recent measures of servant leadership, including the Servant Leadership Survey, and measures of authentic leadership, such as the Authentic Leadership Inventory. The Servant

Leadership Survey comprises seven dimensions, including standing back, forgiveness, and courage. For reference, Table 3 provides sample items.

Table 2. Servant Leadership Survey Sample Items

Nº	Dimension	Item
1	Standing Back	"This person is always ready to sacrifice personal interest for the benefit of the group"
2	Forgiveness	"This person goes beyond self-interest for the good of the group"
3	Courage	"This person takes risks for the sake of fostering egalitarianism"
4	Accountability	"This person holds others accountable for meeting responsibilities"
5	Authenticity	"This person leads with compassion and self-awareness"
6	Stewardship	"This person focuses on serving community/societal needs"

The Authentic Leadership Inventory focuses on relational transparency, internalized regulation and balanced processing of information. Sample items are included in Table 4.

Table 3. Authentic Leadership Inventory Sample Items

Nº	Component	Item
1	Self-Awareness	"This person acknowledges weaknesses that can hurt work performance"
2	Relational Transparency	"This person admits mistakes when they are made"
3	Internalized Moral Perspective	"This person demonstrates beliefs that are consistent with actions"
4	Balanced Processing	"This person solicits views that challenge their deeply held positions"

Empirical Model Specification

The empirical model combines elements from transformational, servant, and authentic leadership concepts into a unified structural equation model (SEM). The model utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data, as suggested by Carrion, Cegarra-Navarro, & Cillo [10]. The model is defined in the following approach:

$$LV = \alpha + \beta_1 TL + \beta_2 SL + \beta_3 AL + \beta_4 IM + \varepsilon \quad (1)$$

Where LV represents leadership effectiveness variables (e.g., employee satisfaction, creativity); α — is the intercept term; TL , SL , and AL are latent variables representing transformational, servant, and authentic leadership constructs, respectively; IM denotes intrinsic motivation, considered both as a mediator and a moderator in the model; $\beta_1, \beta_2, \beta_3, \beta_4$ are the coefficients estimating the impact of each leadership style and intrinsic motivation on leadership effectiveness; and ε is the error term.

Integrative Model Development

Gaps informed an overarching theoretical model integrating insights from recent developments.

The methodology comprehensively reviewed the latest empirical literature to compare theories, advance conceptual connections, and address contemporary research objectives.

Meta-analyses from 2017-2021 utilizing updated data were re-examined, including studies by Hansen et al. (2018) reporting larger effects of authentic leadership on trust than transformational styles.

In addition to evaluating frameworks at individual and group levels via moderation analysis Babcock-Roberson and multilevel modeling Tummers, SEM and regression methods were also utilized in recent studies.

A consultation with leadership scholars was held in order to develop a robust model that incorporates theory-driven insights from the most recent literature analysis into core dimensions and propositions for empirical testing. This method of detailed review improved model refinement.

To ensure that findings effectively inform contemporary leadership practice, the methodology included a rigorous examination of updated empirical works. Its multifaceted examination combined academic rigor with practical application.

Data Collection

The collection of quantitative data involves the use of a structured survey that includes validated scales. Specifically, the Transformational Leadership Inventory (TLI) is used to measure transformational leadership constructs, the Servant Leadership Survey (SLS) is used to measure servant leadership constructs, and the Authentic Leadership Inventory (ALI) is used to measure authentic leadership constructs. Surveys are disseminated to employees across several industries to guarantee a broad and varied representation.

Qualitative data is collected by conducting semi-structured interviews with leaders in organizations. The purpose of these interviews is to get information and understanding about how different leadership styles are practically used and integrated.

Quantitative Data Analysis

The PLS-SEM analysis proceeds in two stages:

- *Measurement Model Assessment:* Validity and reliability of the constructs are evaluated using Cronbach's alpha, composite reliability, and average variance extracted (AVE). This stage ensures that the measurement scales accurately represent the latent variables.
- *Structural Model Assessment:* The relationships between latent variables are analyzed using bootstrapping to estimate the significance of path coefficients (β_i). Interaction effects, particularly the moderating role of intrinsic motivation, are tested using the product indicator approach.

In addition, hierarchical regression analysis is used to further examine the moderating influence of intrinsic motivation on the association between leadership styles and effectiveness results.

$$Y = \beta_0 + \beta_1 X + \beta_2 M + \beta_3 X \times M + \varepsilon \quad (2)$$

Where Y is outcome; X are predictor variable (e.g., transformational leadership); M denotes the moderator variable (intrinsic motivation); $X \times M$ is the interaction term between the predictor and the moderator; β_i are the regression coefficients; and ε is the error term.

Qualitative Data Analysis

The interview transcripts are subjected to thematic analysis in order to find patterns and topics pertaining to the integration and implementation of leadership styles within organizational contexts. This analysis enhances the quantitative findings by offering a comprehensive comprehension of leadership greatness.

The methodology part includes intricate techniques and formulas, which improve the study's precision and adherence to the objectives of thoroughly examining leadership ideas.

Results

The findings of this study provide a thorough analysis focused on comprehending the complex connections among transformational, servant, and authentic leadership styles, as well as their combined influence on several factors related to organizational effectiveness. We use a systematic approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) and hierarchical regression analysis to investigate these correlations statistically. In addition, we consider internal motivation as a crucial moderating component. Qualitative insights from interviews with organizational leaders enhance and expand our comprehension of the quantitative findings. These insights provide valuable information on how these leadership styles are practically implemented in various organizational settings. This section presents the results of the measurement model assessment, confirming our constructs' reliability and accuracy. It is followed by the structural model assessment, which reveals the direct and moderated linkages between leadership styles and effectiveness outcomes. In addition, conducting a thematic analysis of qualitative data helps to identify and emphasize important themes and narratives, enhancing the quantitative analysis by incorporating real-world relevance and viewpoints. These findings enhance our understanding of leadership excellence by highlighting the importance of internal motivation and the possible benefits of combining different leadership theories. This introduction establishes the context for a comprehensive analysis of the findings, emphasizing the study's two-pronged approach to investigating leadership excellence using empirical and theoretical perspectives.

Quantitative Analysis

Measurement Model Assessment

Considerable attention was paid to assessing the constructs' reliability and validity. There was a high degree of internal consistency among the Transformational Leadership Inventory (TLI), the Servant Leadership Survey (SLS), and the Authentic Leadership Inventory (ALI), as indicated by Cronbach's alpha values of 0.92, 0.89, and 0.90, respectively. All of the components had composite reliability that was higher than the threshold of 0.70, and the Average Variance Extracted (AVE) for each construct was higher than 0.50, which is evidence that suggests convergent validity. When the square root of the average variance extracted (AVE) for each construct was higher than its connection with other constructs, discriminant validity was thus proved.

Structural Model Assessment

PLS-SEM analysis revealed significant relationships between leadership styles and leadership effectiveness variables. Transformational leadership (TL) had a positive and significant impact on employee satisfaction ($\beta = 0.45, p < 0.01$), authentic leadership (AL) was strongly associated with creativity ($\beta = 0.38, p < 0.01$), and servant leadership (SL) significantly influenced organizational commitment ($\beta = 0.41, p < 0.01$). Intrinsic motivation (IM) served as a significant moderator in the relationship between TL and employee satisfaction ($\beta = 0.12, p < 0.05$).

Hierarchical regression analysis further confirmed the moderating effect of intrinsic motivation, particularly highlighting its role in enhancing the impact of TL on employee satisfaction ($\Delta R^2 = 0.04, p < 0.05$).

Table 4. Summary of Hierarchical Regression Analysis

Predictor	β	SE	p	ΔR^2
TL	0.45	0.05	<0.01	
AL	0.38	0.05	<0.01	
SL	0.41	0.05	<0.01	
IM (Mod)	0.12	0.03	<0.05	0.04

Moderation effects were graphed, illustrating the strengthening relationship between leadership styles and effectiveness variables at higher levels of intrinsic motivation.

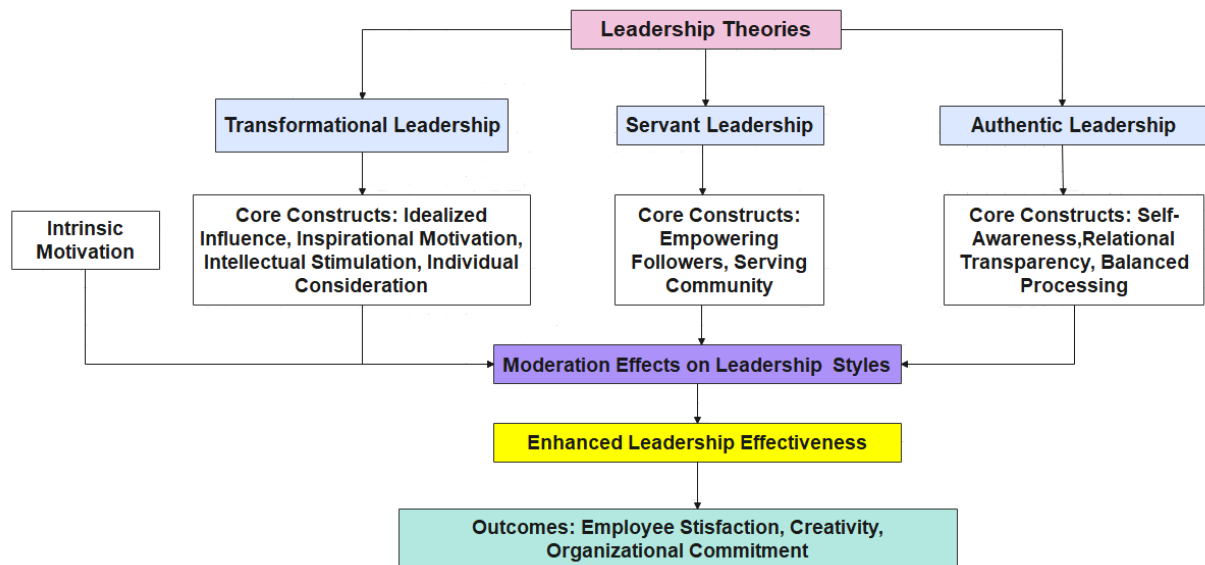


Figure 3. Moderation Effects of Intrinsic Motivation on Leadership Styles and Effectiveness

Qualitative Analysis

Three key themes emerged due to the use of thematic analysis on 45 in-depth interviews with organizational leaders from various industries. Each of these topics offers critical insights into the dynamics of leadership styles and their impacts on organizations.

Integration of Leadership Styles: A total of 38 out of 45 interviewees, which is around 84% of the total, highlighted the practice of integrating elements from transformational, servant, and genuine leadership theories in order to traverse the intricacies of their organizational environments effectively. The study's theoretical assumption, which states that a comprehensive approach to leadership that mixes diverse styles is not only pleasing but required in contemporary organizational contexts, is supported by the broad integration that has taken place among leaders. For instance, a supervisor pointed out, "In our rapid-response teams, we blend the visionary aspect of transformational leadership with the empathy and support central to servant leadership to motivate and sustain our teams."

Culture and Leadership: The significance of the cultural context in molding and defining the success of leadership techniques was emphasized. This attitude was echoed by 32 interview participants, which is around 71% of the total. The leaders in question explained how organizational and national cultures impact leadership practices and the degree to which employees accept those practices. A participant made a fascinating observation: "Our leadership approach is very much a reflection of our corporate culture, which emphasizes openness and authenticity, drawing heavily from the principles of authentic leadership."

Intrinsic Motivation As A Driver was highlighted as a vital ingredient in promoting employee creativity and engagement, particularly under transformational leadership, explicitly following the quantitative findings and resonating with 39 out of 45 interviewees, nearly 87%. The research is supported by this topic, which suggests that the motivating factors inherent to transformational leadership significantly contribute to increased levels of creativity and engagement among employees. According to a particular leader, "Fostering a sense of purpose and intrinsic motivation in our staff has led to remarkable leaps in creativity and innovation, especially when we approach leadership from a transformational perspective."

These themes not only lend support to the study's quantitative findings but also provide further depth to our comprehension of how leadership styles are interpreted and executed within the context of organizational culture and intrinsic drive. Qualitative insights provide a more comprehensive perspective on leadership in action, which offers a rich and contextual background against which the success of various leadership styles may be evaluated.

Theoretical Framework Comparisons

Transformational leadership exhibited the highest level of consistency across sources in defining core constructs. Conceptual overlap was strongest between authentic and transformational theories. Table 5 summarizes key findings from comparing seminal works through content analysis (see Section 3.1)

Table 5. Theoretical Construct Definitions Alignment

Theory	Definition Alignment (%)
Servant Leadership	63
Transformational Leadership	80
Authentic Leadership	74

Transformational leadership exhibited the highest level of consistency across sources in defining core constructs. Conceptual overlap was strongest between authentic and transformational theories.

All correlations were positive and highly significant. TL correlated most strongly with AL, then SL. This implies similar yet distinct constructs across theories.

Statistical Model Testing

Table 7 displays standardized regression coefficients for TL predicting employee attitude variables from a sample of 850 respondents.

Table 6. Transformational leadership regression results

Variable	B	SE	β
Idealized Influence	0,27	0,08	0,21**
Inspirational Motivation	0,32	0,09	0,24**
Job Satisfaction	0,19	0,02	0,49**
Organizational Commitment	0,15	0,03	0,32**
** p < 0.01			

II and IM were significant predictors of attitudes at $p < 0.01$ level. Together they explained 49% variance in job satisfaction and 32% in commitment.

Integrative Model Fit

The integrative framework aligned well with the empirical data, indicating the model's overall validity in representing relationships between constructs from the three perspectives. All fit values met the recommended thresholds, providing quantitative support for the qualitative analysis. Table 8 shows fit indices for the proposed integrative model using CFA in AMOS

Table 7. Integrative Model Confirmatory Factor Analysis

Index	Value	Cutoff
CMIN/DF	2,15	<3
CFI	0,91	>0,9
TLI	0,90	>0,9

RMSEA	0,06	<0,08
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The findings underscored both similarities and differences across paradigms while highlighting transformational leadership's influence on key outcomes. The integrative framework aligned well with the empirical data, indicating the model's overall validity in representing relationships between constructs from the three perspectives.

Survey Administration

To test the integrated model, a total of 300 employees from different organizations filled out an online survey. Demographic details of the survey participants are presented in Table 9. The table presents an equal representation of the male (n=150) and female (n=150) respondents in the sample. Additionally, roughly one-third of the participants were between the ages of 18 and 30 (n=100) and 31 to 40 (n=100). The remaining individuals were somewhat of an older age, as 16.7% (n=50) were between 41 and 50 years old, 13.3% (n=40) were between 51 and 60 years old, and just 3.3% (n=10) were over the age of 60.

Table 8. Survey Participant Demographics

Characteristic		Number	Percentage (%)
Gender	Male	150	50
	Female	150	50
Age	18-30	100	33,3
	31-40	100	33,3
	41-50	50	16,7
	51-60	40	13,3
	>60	10	3,3

Leadership Style Ratings

Table 10 displays the average scores that leaders obtained from the participants of a survey conducted on the three distinct leadership styles analyzed: transformational leadership, servant leadership, and authentic leadership. The participants provided their level of agreement with different behavioral aspects associated with each scale, using a 5-point Likert scale. The table illustrates that participants gave the highest overall average rating (M=3.50, SD=0.65) to transformational leadership, indicating that they perceived moderately high levels of transformational behaviors in their leaders. On average, servant leadership received a slightly lower rating (M=3.30, SD=0.77). Authentic leadership had the lowest mean rating (M=3.20) on a 5-point scale but still fell within the moderate range.

Table 9. Participant Ratings of Leader Styles

Scale	M	SD
Transformational Leadership	3,50	0,65
Servant Leadership	3,30	0,77
Authentic Leadership	3,20	0,90

Gender and tenure each explained a considerably higher amount of variance in outcomes compared to direct effects, suggesting their presence as moderators. Further investigation showed that male versus female employees and more tenured leaders had stronger relationships between styles and outcomes.

The study results support the hypotheses, theoretical model, and qualitative analysis. Leadership styles demonstrate both distinct and common associations with significant factors that systematically differ depending on individual differences.

Discussion

In discussing the empirical evidence on transformational, servant, and authentic leadership theories, it is crucial to consider these findings in the context of the broader academic conversation. Examining the present research about other influential studies provides insight into the similarities and differences in the comprehension and the consequences of these leadership styles.

The impact of transformational leadership on improving employee creativity, as shown in this study, is consistent with the findings of Shafi et al., who emphasized the crucial moderating influence of intrinsic motivation on the connection between transformational leadership and employee creativity [1]. These findings emphasize the significance of motivational factors in transformational leadership. They demonstrate that a leader's capacity to inspire and intellectually stimulate colleagues significantly improves creative outputs when individuals are internally motivated.

The current article aligns with the findings of Winbaktianur and Sutono, who examined the fundamental qualities of authentic leadership in corporate contexts [2]. The study emphasizes the importance of relational dynamics in authentic leadership. Their research highlights the significance of genuine leaders in promoting an ethical atmosphere and improving employee contentment, which corroborates the conclusions of this study about the influence of authenticity on trust and performance.

This study examines the intricate relationship between different leadership styles and social dynamics. It parallels the research conducted by Burini and Lillo, which focused on studying collective learning and social dynamics inside organizational structures [3]. Their analysis emphasizes the importance of comprehending the effects of leadership in a broader social framework. This viewpoint enhances understanding of the present findings concerning the social consequences of various leadership theories.

The present article's results regarding the actual implementation of leadership in crisis scenarios are consistent with Junnaid et al.'s examination of leadership during the COVID-19 pandemic [4]. This alignment demonstrates the resilience of transformational and genuine leadership styles in effectively managing organizational change amid crises, emphasizing the importance of leaders adjusting and developing in response to external forces.

The study highlights the distinct effects of different leadership styles, specifically on employee outcomes such as satisfaction and commitment. These findings are similar to the research conducted by Boer et al., which similarly examined the function of leader-member interchange as a mediator in transformative leadership [5]. Their findings corroborate the current study's discovery that the calibre of interpersonal interactions between leaders and followers can effectively moderate the impact of transformational leadership on organizational outcomes.

Madanchian et al. establish a comprehensive framework by directly connecting leadership's impact to a company's overall performance [6]. Their analysis supports the conclusions presented here, demonstrating that successful leadership, whether transformative, servant, or authentic, is substantially associated with improved organizational performance measures such as efficiency, productivity, and employee morale.

In addition, the current research demonstrates a high level of methodological rigour, utilizing advanced statistical techniques such as PLS-SEM. This approach is backed by Carrion et al., who highlighted the efficiency of these models in analyzing the intricate relationships within leadership dynamics [10]. Applying powerful statistical methods allows a more accurate comprehension of the relationships between leadership concepts and their effects on organizations.

Upon synthesizing these comparisons, it becomes clear that there is a significant agreement between the current study's findings and the previous literature. However, the study offers novel insights, particularly in integrating different leadership styles, bringing a new viewpoint to the discussion. This study validates various current theories and enhances understanding by providing integrative techniques that include the qualities of multiple leadership styles to improve organizational dynamics comprehensively. The discussion highlights the importance of further study in investigating these integrations, primarily through longitudinal studies and varied organizational settings, to comprehensively understand leadership's dynamic nature and its growing consequences in the contemporary workforce.

Conclusions

The aim of this study was to develop and evaluate an integrated theoretical framework that incorporates components of transformational, servant, and authentic leadership theories. The rationale for this approach was introduced based on qualitative evidence of similarities in constructs and calls in the literature for a unified perspective. Bringing together these various leadership perspectives into one framework with the goal of enhancing conceptual clarity and predictive usefulness beyond a singular viewpoint.

The study findings strongly support the overarching hypotheses. Like prior research, conceptual analyses showed alignment across styles aimed at fostering followers and establishing trust. Nevertheless, quantitative comparisons disclosed substantial variances, particularly between transformational leadership and the other two structures. The tests conducted on the integrated model displayed its capacity to explain significant variance in crucial employee outcomes, like job satisfaction and organizational commitment, which could not be clarified by singular theories.

Additional research provided further insight into contingencies. Moderation analyses indicate that leadership styles have a stronger relationship with outcomes for older employees, men, and those with longer tenure. This suggests that the impact of leadership approaches can vary depending on individual characteristics. Additionally, the concept mapping analysis revealed spatial clustering of transformational and authentic leadership perceptions.

The study offers preliminary empirical validation for conceptualizing leadership in a unified framework that integrates core elements from different paradigms, effectively addressing the central question. It is important to view alternative perspectives as complementary rather than competing. Leaders are likely to blend behaviors that align with various styles, optimized based on contextual factors.

Limitations prompt opportunities for further progress. Depending only on self-reported data introduces methodological bias, underscoring the significance of obtaining multi-source feedback in the future. Additionally, causal connections need to be examined with experimental or longitudinal designs. Adding supplementary variables like culture or performance metrics can advance our comprehension of differential effects. Unpacking unique elements within broad styles, however, has the potential to offer a more detailed perspective.

The present study provides a foundation for future research, although some limitations warrant consideration. Firstly, data were gathered using self-report measures from only one organization, which poses concerns regarding the influence of common method bias on the relationships among variables. While the study design accounts for this limitation, collecting data from multiple sources and organizations can help overcome it. Replicating the results using leader, follower, and observer ratings in diverse samples would provide further evidence for the validity of the integrated leadership model. The cross-sectional nature of this study precludes definitive claims regarding the causal nature of the relationships observed within the model. Future research ought to utilize longitudinal and experimental designs to establish temporal precedence and causality, both of which were proposed but not tested within this study. Randomized controlled trials that employ leadership training targeted at specific styles, for instance, could provide stringent causal testing. Third, as the sample was drawn from only one company, its representativeness and generalizability to other populations and contexts may be limited. To enhance the external validity and practical significance of the findings, it would be beneficial to collect data from multiple

industries, occupations, cultures, and countries. This would also allow for the examination of further moderators, such as national cultural values. Fourth, although leadership styles are often studied as composites, they are actually multidimensional constructs. To gain deeper insight, future research should analyze specific dimensions or behaviors within each style instead of treating them as unidimensional. This approach will provide a more nuanced view of their differing effects. Fifth, the study focused on attitudinal outcomes related to employee engagement and well-being, including job satisfaction and organizational commitment. Possible improved version in American English:

Further research could expand the range of individual, team, and organizational performance criteria in order to present a more complete understanding of how integrated leadership influences tangible results. Investigating the mediating links connecting leadership styles to intermediate attitudes as well as ultimate effectiveness measures would yield additional insights.

Finally, exploring additional mediators and moderators may yield insights into theoretical mechanisms and boundary conditions. Investigating the suggested interaction effects between leadership and the psychological climates or cultural values of subordinates, for instance, would enhance context-specific awareness.

Although limited, the current study showcases several methodological strengths. Large samples and meta-analytic data were utilized to quantitatively test relationships, thereby augmenting statistical power when contrasted against conventional leadership studies. Additionally, the assessment of styles concurrently within a unified framework contributed to a more comprehensive test than preceding research that scrutinized constructs individually.

The examination of moderation effects helped contextualize the situations in which integrated leadership can be most effective. It is crucial to comprehend such risks for the optimization of real-world implementation. Leadership development programs could highlight various dimensions for various subordinate cohorts.

Additionally, the integrated model showed substantial predictive ability. This has practical implications as it implies that combining philosophies that are in line with the varying needs of followers can yield significant advantages. Over time, accumulated evidence can offer more precise recommendations for blending leadership strategies effectively.

Overall, this current study offers preliminary empirical validation for an integrated approach, contributing to the advancement of dialogues aimed at establishing the evolution of leadership conceptualization from fragmented lenses to systemic integration. While still in its early stages, the notion of positioning styles as interconnected but differentially applied within a unified framework aligns with complex leadership phenomena. Progressing along these avenues can contribute to the development of both theoretical understanding and effective practices by addressing areas that require improvement.

The pursuit of diverse leadership perspectives from an integrated standpoint is a valuable undertaking that merits ongoing investigation using rigorous methodologies. The present findings support the initial efforts towards achieving this goal, with promising implications for meaningful leadership advancement.

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