Exploring the Influence of Dual Leadership Styles on Subordinate Job Performance in Beijing: The Mediating Role of Organizational Climate for Sustainable Development

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This study investigates the influence of transformational leadership (TFL) on job performance (JP) when considered alongside transactional leadership (TSL) within the context of organisational climate (OGC). The research was designed to explore, through the lens of leadership and organisational behaviour theories, how contextual factors interact with these two leadership approaches to enhance employee job performance in medium- and large-scale industries in Beijing, China. Data were collected from 450 employees in these industries using a structured questionnaire. The analysis was conducted using SMART-PLS 4.0 through structural equation modelling (SEM). The findings indicate that both TFL and TSL exert significant effects on JP. In addition, the mediating role of OGC was found to positively reinforce these relationships. Overall, the results demonstrate that TFL and TSL contribute to improved job performance by fostering a supportive organisational climate.

Keywords:Transformational Leadership; Transactional Leadership; Job Performance; Organizational Climate; Mediating Role; Sustainable Development

Introduction

Leadership is a crucial determinant in the corporate sector, where organisations constantly strive for survival and growth (Kolasani, 2023). The behaviour and attitudes of leaders directly influence subordinates' JP, their perceptions of work, and the overall contribution of the organisation. Similarly, employees' orientation towards their tasks is largely shaped by the guidance of supervisors. This study focuses on the influence of TFL and

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TSL on JP in Beijing and discusses how organisations can adopt such leadership approaches to enhance productivity and achieve improved performance outcomes. TFL is characterised by shared vision, respect, and trust, demonstrated through practices that inspire and stimulate innovation. As noted by Asghar et al. (2022), this approach motivates employees, fostering creativity and originality. Nguyen et al. (2023) further observe that TFL enhances job satisfaction and performance by generating intrinsic motivation and psychosocial fulfilment. Conversely, TSL emphasises structured procedures, performance expectations, and conditional rewards. Unlike TFL, it relies on corrective measures and reinforcement mechanisms to ensure compliance with organisational objectives.

An important mediating construct between leadership approaches and job-related outcomes is OGC, which represents collective employee perceptions of their work environment (Zamin & Hussin, 2021). A supportive climate encourages cooperation, innovation, and psychological safety Nabella et al. (2022), while an unfavourable one hinders leadership efforts and diminishes productivity. Recognising the mediating influence of OGC is therefore essential for developing leadership strategies that advance SD. This study explores how TFL and TSL shape subordinates' JP in Beijing, with particular attention to the mediating function of OGC. The research aims to clarify how leadership and climate interact in influencing performance, offering practical insights for organisations to design leadership frameworks that foster both sustainability and workplace satisfaction.

In today's competitive and uncertain business environment, effective leadership is widely acknowledged as a fundamental driver of organisational success and SD. The fast pace of technological change, evolving consumer expectations, and global economic shifts place continuous demands on firms to adapt their operations accordingly. Within this dynamic context, leadership plays a central role in directing individuals towards strategic objectives, sustaining performance, and cultivating a culture of resilience and innovation (Kolasani, 2023). Leadership style not only affects operational effectiveness but also has significant implications for employee satisfaction, motivation, and performance. Motivating subordinates is thus a critical aspect of leadership, making it vital for modern enterprises to identify and apply leadership qualities that enhance workforce outcomes.

Extensive academic attention has been devoted to TFL and TSL. The former incorporates elements such as intellectual stimulation, ideology, and individualised consideration. As highlighted by Asghar et al. (2022) and Nguyen et al. (2023), TFL motivates employees by building a collective purpose, promoting creativity, and addressing personal needs, which in

turn strengthens motivation and JP. TSL, in contrast, is more structured and centres on rewards and sanctions. Alrowwad et al. (2020) found that TSL involves goal-setting, performance evaluation, and the rewarding of task completion. More recently, research has examined the integration of both approaches, often termed dual leadership, which seeks to balance short-term operational requirements with longer-term strategic objectives (Abbas & Ali, 2023).

It is important to acknowledge that leadership approaches rarely function in isolation. Kuenzi et al. (2020) emphasised that OGC serves as a mediator between leadership and JP. The work environment is shaped by employees' perceptions and attitudes towards their roles. A constructive OGC characterised by transparency, trust, innovation, and engagement enhances leadership effectiveness and improves performance outcomes. However, even effective leadership cannot compensate for the limitations of a toxic work environment, which constrains organisational success. Despite the growing recognition of OGC as a mediator, its interaction with dual leadership remains underexplored, particularly within non-Western contexts.

Problem Statement

Although the influence of TFL and TSL has been extensively explored in Western contexts, there is limited empirical evidence regarding their application in East Asian environments, particularly in China. Within the Chinese setting, organisational practices are shaped by hierarchical traditions, collectivist values, and Confucian ideals of harmony, which strongly influence employee perceptions and responses to leadership approaches (Lau et al., 2023). As a result, leadership practices that prove effective in one cultural environment may not produce equivalent outcomes in another. Moreover, the mediating influence of OGC in the Chinese context has received little scholarly attention, despite its potential to either strengthen or constrain leadership effectiveness. This gap is especially significant in major urban centres such as Beijing, where organisations require context-specific insights into leadership strategies that optimise employee performance under varying OGC conditions.

Research Gap

Much of the existing research has concentrated on examining the direct impact of leadership styles on performance outcomes. However, comparatively few studies have explored the indirect pathways, particularly the mediating influence of OGC, which may clarify how and why leadership affects performance (Blader et al., 2020; Kim & Park, 2020). Furthermore, the majority of previous investigations are based on Western or cross-cultural samples, often overlooking the specific cultural

and organisational context of China. This limitation reduces the relevance and applicability of current findings for Chinese managers and policymakers. Additionally, limited attention has been paid to evaluating the comparative effectiveness of TFL and TSL in enhancing JP through the establishment of a positive OGC.

Significance of the Study

This research carries both theoretical and practical importance. From a theoretical perspective, it extends leadership scholarship by linking dual leadership models with the mediating function of OGC in shaping subordinate JP. It further enriches the literature by presenting empirical findings from a non-Western setting, thereby contributing to the cross-cultural validation of leadership concepts. From a practical standpoint, the study offers guidance for organisational leaders, HR professionals, and policymakers in designing leadership development initiatives, implementing policies that strengthen workplace climate, and enhancing employee productivity through targeted leadership practices. Gaining insight into the conditions under which different leadership styles are most effective, particularly within a supportive OGC, enables organisations to formulate more contextually relevant and culturally appropriate leadership strategies tailored to workforce requirements.

Objectives of the Study

The central aim of this paper is to investigate the influence of TFL and TSL on subordinate JP within organisations operating in Beijing. A further objective is to assess the mediating function of OGC in these relationships. Specifically, the study examines the direct effect of TFL on JP, the direct effect of TSL on JP, the influence of both leadership styles on OGC, and the extent to which OGC mediates the association between leadership approaches and JP.

Research Contribution

This study provides contextual insights into leadership effectiveness in China, with a focus on dual leadership approaches and the role of OGC in Beijing. It extends earlier research by integrating two core foundations of leadership into a situational framework that incorporates OGC, thereby offering an enhanced conceptual model. In addition, it contributes empirical evidence to leadership theory and its practical application within the Asian business setting, an area that has not been extensively examined. The findings are also expected to inform leadership development initiatives that align with Chinese cultural traditions and organisational practices.

The structure of the paper is as follows: the literature review outlines both empirical and theoretical perspectives on TFL, TSL, JP, and OGC; the methodology section details the research design, sampling strategy, data collection, and analytical procedures; the results section presents hypothesis testing outcomes and mediation analysis, followed by a discussion in relation to existing literature. Subsequent sections address theoretical, practical, and policy implications, along with limitations and recommendations for further research. The paper concludes by highlighting its principal contributions and findings. Overall, the study enriches the fields of leadership and organisational behaviour by underscoring the significance of dual leadership approaches and OGC. The insights gained can support organisations in formulating strategies that not only enhance employee performance but also advance broader objectives of long-term sustainability.

Literature Review

Research in organisational behaviour is largely shaped by two dominant theoretical perspectives, TFL and TSL. TFL is characterised by the ability of leaders to inspire employees, articulate a shared vision, and encourage followers to exceed expectations. This leadership style, often described as transformational, has been emphasised by Bojovic and Jovanovic (2020) and Wijaya et al. (2022). Numerous studies have demonstrated that TFL enhances organisational outcomes, including JP, organisational commitment, and customer satisfaction (Purwanto, 2020; Purwanto et al., 2021). TSL, grounded in exchange theory, emphasises the use of rewards and sanctions based on follower performance. This approach is process-driven, focusing on structured procedures, production standards, and conditional incentives. While research has shown that TFL promotes innovation and long-term employee engagement to a greater extent than TSL (Khairy et al., 2023; Lasrado & Kassem, 2021), TSL remains relevant in maintaining organisational stability and managing routine operations. It is particularly effective in supporting the achievement of short-term objectives through goal-setting and monitoring of performance indicators (Ronald & Marc, 2021; Shah et al., 2022).

The significance of OGC has also been highlighted in organisational research. Kuenzi et al. (2020) identified shared organisational practices, policies, and measurement systems as integral to climate development. Kim and Park (2020) further demonstrated that workplace environments strongly influence employee behaviours and attitudes. Ancarani et al. (2019) found that a positive organisational climate enhances employee motivation, satisfaction, and overall performance. Creating such a climate can be achieved through multiple strategies that promote cohesion and

innovation. Over time, studies have confirmed the mediating role of OGC in the link between leadership and JP. This aligns with (Blader et al., 2020), who argued that the effectiveness of leadership approaches depends heavily on the organisational context in which they are applied.

Leadership in Organizational Context

Leadership is a key determinant of organisational effectiveness, employee involvement, and sustainable outcomes. Among the various leadership models, TFL and TSL have received substantial empirical attention. These approaches differ not only in their theoretical foundations but also in the ways they influence employee behaviour and organisational performance (Abbas & Ali, 2023; Berkovich & Eyal, 2021). To assess the impact of leadership on JP within the cultural framework of Beijing, this study employs a systematic review perspective, examining how leadership interacts with OGC and shapes employee outcomes. The review highlights established knowledge, identifies areas of uncertainty, and clarifies the specific contributions of this research to the broader literature.

Transformational Leadership and Job Performance

TFL is defined through four core dimensions: inspirational motivation, idealised influence, intellectual stimulation, and individualised consideration (Bass, 1985). Leaders adopting this style encourage a shared vision and inspire employees to strive for superior performance. Numerous studies have reported a positive association between TFL and organisational outcomes. For example, Nguyen et al. (2023) demonstrated that TFL fosters creativity and innovation in Vietnamese organisations, while Mi et al. (2019) found that transformational leaders, even without explicit emphasis on environmental concerns, promoted pro-environmental citizenship behaviours among employees. In the Chinese context, TFL has been shown to be particularly effective when reinforced by Confucian principles such as harmony and respect (Lau et al., 2023). Nevertheless, its success remains contingent on contextual factors, including organisational ideology and prevailing cultural stereotypes. Although existing literature acknowledges the link between TFL and JP, there has been limited focus on examining this relationship within an OGC-mediated framework.

Transactional Leadership and Job Performance

TFL is characterised by inspirational motivation, idealised influence, intellectual stimulation, and individualised consideration (Bass, 1985). Leaders adopting this style articulate a shared vision and motivate employees to attain higher levels of performance. Numerous studies have

demonstrated a positive relationship between TFL and employee performance. For instance, Nguyen et al. (2023) and Mi et al. (2019) found that TFL fostered creativity and innovation within Vietnam-based organisations, while also promoting environmentally responsible citizenship behaviours among employees. In the Chinese context, TFL has shown particular effectiveness when supported by Confucian principles of harmony and respect (Lau et al., 2023). However, its outcomes are influenced by factors such as organisational ideology and cultural stereotypes. Although much of the literature affirms the positive association between TFL and job performance, limited research has examined this relationship within a mediating model of OGC.

TSL, in contrast, is defined by structured tasks, contingent rewards, and performance monitoring. This style is effective for maintaining organisational stability and achieving short-term objectives, although it is often perceived as difficult to implement (Khairy et al., 2023). Empirical evidence indicates that TSL can enhance performance in structured environments. Shah et al. (2022) reported that TSL reduced workplace deviance by clarifying job expectations and enforcing performance standards, while Alrowwad et al. (2020) highlighted its role in increasing compliance and productivity in manufacturing settings. Nonetheless, TSL has limitations, particularly its inability to sustain creativity and intrinsic motivation over extended periods. During the COVID-19 pandemic, Ronald and Marc (2021) observed that TSL alone was insufficient for maintaining employee engagement due to its lack of inspirational and emotional components. Considering these limitations, scholars suggest that a dual leadership approach, integrating both TFL and TSL, may be more effective in addressing overall organisational objectives. While each style demonstrates utility in specific contexts, their combined application can provide a balanced framework for managing both short-term tasks and long-term developmental goals.

Organizational Climate as a Mediator

OGC refers to the collective perceptions of organisational policies, practices, and procedures. A positive climate enhances leadership effectiveness by fostering innovation, collaboration, and psychological safety (Kuenzi et al., 2020). Prior research has identified that a supportive environment mediates the link between TFL and organisational learning (Kim & Park, 2020). Likewise, Ancarani et al. (2019) observed that high levels of work engagement were associated with positive climate in healthcare institutions, while Jokanović et al. (2020) highlighted the direct impact of leadership on school governance, largely influenced by climate. Nevertheless, limited research has examined how TFL and TSL relate to JP within the framework of OGC. The role of climate as a critical factor in

explaining variations in leadership outcomes remains underexplored, particularly in the Chinese context, where cultural traditions of hierarchy and collectivism may shape employees' climate perceptions (Lau et al., 2023).

Studies from the Chinese or Asian Context

An expanding body of scholarship has examined leadership within Asian contexts. Cho et al. (2019) compared Korean and Chinese firms and reported that TFL exerted a stronger influence on organisational commitment in China, largely due to cultural tendencies favouring long-term orientation and relational harmony. Abbas and Ali (2023) further highlighted the necessity for leadership approaches that correspond with institutional and contextual norms in China, given the complexities of its organisational systems. However, most existing Chinese research either centres on the public sector or fails to consider TFL and TSL simultaneously. In addition, OGC is frequently treated as a control factor rather than being conceptualised as a mediator. Within Beijing's distinctive cultural and economic environment, it is particularly relevant to consider how leadership theories are applied in shaping subordinate JP. Cultural emphasis on hierarchy and collective identity may hinder the adoption of certain leadership philosophies (Lau et al., 2023). Although both TFL and TSL have been recognised as effective, Chinese studies suggest that the processes through which these styles influence outcomes differ according to organisational and cultural conditions (Abbas & Ali, 2023; Cho et al., 2019).

Research Gaps

One evident gap in the literature is the absence of comprehensive models that examine TFL and TSL through mediation pathways. In particular, the mediating role of OGC has not been sufficiently explored in the relationship between leadership and performance. Empirical studies within the Chinese private sector remain scarce, especially in large metropolitan contexts such as Beijing. Furthermore, there is a shortage of research employing advanced analytical tools, such as PLS-SEM, to validate complex mediation processes. This study addresses these gaps by investigating how TFL and TSL affect subordinate JP in Beijing while emphasising the mediating contribution of OGC. By examining these variables in conjunction, the research offers a more complete understanding of leadership influences on employee performance, providing insights that are particularly relevant for sustaining organisational competitiveness and long-term effectiveness in the Chinese context.

To achieve this, the study adopts a quantitative approach, applying PLS-SEM to assess both direct and indirect effects. This technique is particularly suited to handling measurement error and addressing issues of non-normal data distribution, thereby ensuring robust empirical results. By focusing on organisations in Beijing, the research provides a contextually grounded analysis of how leadership behaviours interact with organisational climate to shape JP. This contributes not only to the broader cross-cultural discourse on leadership but also offers evidence-based guidance for policymakers and managers within China's private sector. The proposed research framework is illustrated in Figure 1. Within this model, TFL and TSL are specified as the independent variables, while JP serves as the dependent variable. OGC functions as the mediating variable, linking the independent and dependent constructs.
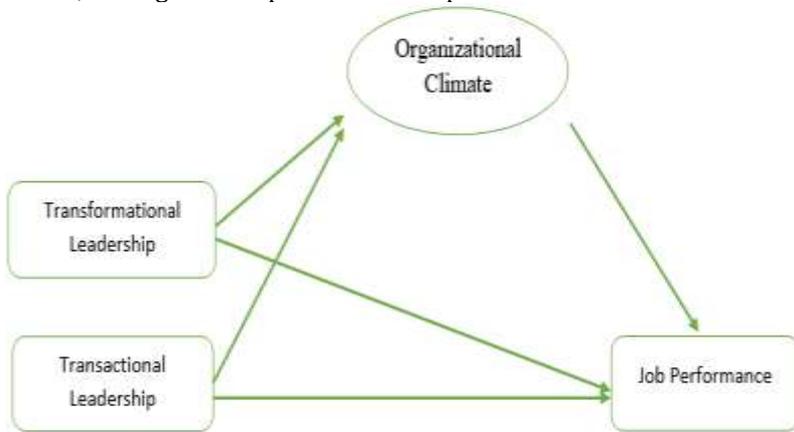

Figure 1: Structural Model of Leadership Styles, OGC, and JP

Methodology

The study examines how subordinates in Beijing perceive the influence of TFL and TSL on JP, with OGC acting as a mediating variable (Elsa et al., 2025; Hair et al., 2016). These theoretically grounded associations between latent constructs are assessed through SEM. Data were collected via structured questionnaires, yielding 450 valid responses, representing 90 percent of the original dataset after excluding incomplete or incoherent entries. To minimise selection bias, a stratified random sampling method was employed, reflecting variations in industry and firm size. Respondents were full-time employees in medium- and large-scale enterprises across the technology, finance, healthcare, and manufacturing sectors. The demographic profile comprised 60 percent male and 40 percent female participants, with 60 percent holding bachelor's degrees, 26.67 percent master's degrees, and 3.33 percent doctoral qualifications. A significant

proportion of respondents were mid-career professionals, with 40 percent aged between 30 and 39 years and 30 percent between 20 and 29 years.

The analysis was conducted using SmartPLS, which is particularly suitable for complex models containing multiple latent variables, mediating effects, and moderate sample sizes, especially when multivariate normality assumptions are not met (Akter et al., 2017; Fullerton, 2005; Hair et al., 2016). PLS-SEM enables the simultaneous estimation of measurement and structural models, generating robust path coefficients and bootstrapped standard errors (Kock, 2018; Reinartz et al., 2009; Iqbal et al., 2025). Within this framework, two exogenous latent variables (TFL and TSL), one mediating construct (OGC), and one endogenous variable (JP) were specified.

$$JP = \beta_1 TFL + \beta_2 TSL + \beta_3 OGC + \varepsilon$$

$$OGC = \beta_4 TFL + \beta_5 TSL + \mu$$

In the structural model, JP denotes job performance, TFL represents transformational leadership, TSL signifies transactional leadership, and OGC reflects organisational climate, while ε and μ account for error terms within the equations. The indirect effects were evaluated using a bootstrapping procedure with 5,000 resamples, which provided significance testing for mediation pathways. Reliability and validity of the measurement model were assessed through established criteria. Internal consistency was confirmed using Cronbach's alpha and composite reliability (CR), both of which exceeded the threshold of 0.70. Convergent validity was demonstrated by average variance extracted (AVE) values greater than 0.50, while discriminant validity was established through the heterotrait–monotrait (HTMT) ratio, with results below the 0.85 benchmark, thereby confirming adequate construct separation. Model fit was examined using the standardised root mean square residual (SRMR), with all values remaining below the recommended threshold of 0.08, indicating acceptable fit indices (Hair et al., 2016; Hair et al., 2017; Niemand & Mai, 2020). In addition, multicollinearity was assessed using variance inflation factors (VIF), all of which were below 3, thus confirming the absence of significant collinearity issues.

The adoption of PLS-SEM was theoretically and methodologically justified. PLS-SEM is particularly appropriate for data that may deviate from multivariate normality, for models involving complex mediating structures, and for predictive-oriented analysis (Kock, 2016; Chin et al., 2020). Given the study's objective of examining both direct and mediated relationships between leadership styles and JP, with OGC functioning as a mediator, PLS-SEM offered a robust framework for evaluating latent constructs measured by multiple indicators while simultaneously

addressing measurement error. Furthermore, the approach is particularly useful for modelling the nuanced and multifaceted dynamics of organisational turnover and performance, which are often subject to contextual stressors and methodological challenges (Chen et al., 2021; Hair et al., 2016; Hom et al., 2017; Mahmood et al., 2021).

Overall, the methodological strategy adopted in this paper is both rigorous and theoretically aligned. The credibility of the findings rests upon validated constructs, robust model specification, and comprehensive validation techniques. By employing stratified sampling within Beijing's organisational landscape, the study captures the interplay between leadership styles, OGC, and JP within a socio-culturally specific context. Through its application of PLS-SEM, the research not only contributes to methodological advancement but also offers a sound empirical basis for understanding the leadership–climate–performance nexus in contemporary Chinese organisations.

Results

The reliability and validity of the measurement model were confirmed through a series of diagnostic assessments. Internal consistency was established using Cronbach's alpha and composite reliability (CR), both of which exceeded the accepted threshold, thereby demonstrating strong internal reliability across all constructs. Convergent validity was evaluated through the AVE, with all values surpassing 0.50, confirming that the observed indicators adequately represented their respective latent constructs. Discriminant validity was assessed using both the Fornell–Larcker criterion and the HTMT ratio. The results revealed that all HTMT values were below the accepted cut-off of 0.85, indicating that the constructs were statistically distinct from one another. Collectively, these tests provided strong evidence of the measurement model's robustness, confirming its adequacy in capturing the theoretical dimensions under investigation.

Ethical Considerations

Prior to commencing data collection, ethical approval was obtained from the university's ethics committee. The research adhered to established ethical principles, which were applied as follows:
  1. **Informed Consent:** Participants received an information sheet detailing their rights, the study's objectives, and their role in the research. Electronic consent was obtained before participation.
  2. **Confidentiality:** All data were anonymised, and individual responses were kept strictly confidential. Access to securely stored data was restricted to the research team.
  3. **Voluntary Participation:** Participation was entirely voluntary,

and respondents were informed that they could withdraw at any stage without any consequences.

4. **Debriefing:** Upon completion of the study, participants were provided with a summary of the findings and given the opportunity to seek clarification or ask questions.

Table 1 outlines the measurement development process, providing details of the constructs, the number of items, and their respective sources. To ensure reliability, validity, and comparability, the study employed pre-validated questionnaire items rather than designing new scales. The use of established measures enhanced the precision of capturing the intended constructs, facilitated alignment with prior empirical research, and maintained methodological consistency across studies. The psychometric properties of the items applied to measure transformational leadership, transactional leadership, organisational climate, and job performance were supported by prior research, demonstrating strong internal consistency and construct validity (Berkovich & Eyal, 2021; Jokanović et al., 2020; Ramos-Villagrasa et al., 2019; Reza, 2019). This approach reduced the likelihood of measurement error, ensured high content validity, and supported meaningful cross-study comparisons. Furthermore, since the objective of the study was to investigate theoretically grounded relationships rather than to develop new scales, the use of validated instruments was both methodologically sound and consistent with best practices in quantitative research.

Questionnaire Items

Table 1

Questionnaire Items

Construct	Questionnaire Items	Reference
Transformational Leadership	5	Reza (2019)
Transactional Leadership	5	Berkovich and Eyal (2021)
Job Performance	5	Ramos-Villagrasa et al. (2019)
Organizational Climate	5	Jokanović et al. (2020)

Descriptive Statistics

The study sample comprised 450 full-time employees drawn from medium- to large-sized organisations located in Beijing. The demographic characteristics of the respondents are presented in Table 2. Moreover, Table 3 presents the descriptive statistics for the four principal constructs: JP, OGC, TSL, and TFL.

Table 2

Demographic Characteristics of Respondents

Demographic Characteristic	Frequency	Percentage
Gender		
Male	270	60%
Female	180	40%
Age		
20-29	135	30%
30-39	180	40%
40-49	90	20%
50 and Above	45	10%
Education Level		
High School	45	10%
Bachelor's Degree	270	60%
Master's Degree	120	26.67%
Doctorate	15	3.33%
Industry		
Technology	135	30%
Finance	90	20%
Healthcare	90	20%
Manufacturing	135	30%

Table 3

Descriptive Statistics for Main Constructs

Construct	Mean	Standard Deviation
Transformational Leadership	4.12	0.58
Transactional Leadership	3.85	0.65
Job Performance	4.25	0.54
Organizational Climate	4.02	0.60

Structural Model and Hypotheses Testing

The findings of the PLS-SEM analysis are presented and compared with evidence from prior research. The model comprised two independent variables (TFL and TSL), one mediating variable (OGC), and one dependent variable (JP). Path coefficients were derived using 5,000 bootstrap resamples, and the model's adequacy was assessed through established validity and fit indices. As shown in Table 4, all hypothesised paths were significant at the 0.001 level. TFL exhibited a stronger direct effect on JP ($\beta = 0.48$, $p < 0.001$) compared with the direct effect of TSL on JP ($\beta = 0.31$, $p < 0.001$). Both leadership styles demonstrated positive associations with OGC, with coefficients of 0.55 for TFL and 0.37 for TSL. In turn, OGC exerted a significant positive influence on JP ($\beta = 0.45$, $p < 0.001$). The mediation analysis further confirmed that OGC partially mediated the effects of both leadership styles on JP. Specifically, the indirect effect of TFL on JP was 0.25 ($p < 0.001$), while the indirect effect of TSL on JP was 0.17 ($p < 0.001$).

Table 4

Structural Model and Hypotheses Testing

Hypothesis	Relationship	Path Coefficient (β)	p-Value	Result
H1	TFL → JP	0.48	<0.001	Supported
H2	TSL → JP	0.31	<0.001	Supported
H3	TFL → OGC	0.55	<0.001	Supported
H4	TSL → OGC	0.37	<0.001	Supported
H5	OGC → JP	0.45	<0.001	Supported
H6	TL → OC → JP (Mediation)	0.25	<0.001	Supported
H7	TSL → OC → JP (Mediation)	0.17	<0.001	Supported

Relationship between Dual Leadership Styles and Job Performance

H1.   Work performance is positively impacted by TFL. TFL and work performance have a significant positive link, as shown by the path coefficient of 0.48 and p-value < 0.001.

H2.   JP is positively impacted by TSL. With a p-value less than 0.001, the association between TSL and work performance is significantly favourable, as indicated by the path coefficient of 0.31.

Mediating Effect of Organizational Climate

H3.   An organization's atmosphere is positively impacted by TFL. TFL and OGC have a significant positive link, as indicated by the path coefficient of 0.55 and p-value < 0.001.

H4.   An organization's atmosphere is positively impacted by TSL. With a p-value less than 0.001, the association between TSL and organizational environment is significantly satisfactory, as indicated by the path coefficient of 0.37.

H5.   JP is positively impacted by the OGC. There is a significant positive association between OGC and JP, as indicated by the path coefficient of 0.45 and a p-value < 0.001.

H6.   The relationship between transformative leadership and JP is mediated by the OGC. With a standardized indirect effect of 0.25 (p < 0.001), the indirect impact of TFL on JP over OGC is statistically significant.

H7.   The relationship between TSL and JP is mediated by the organizational atmosphere. With a standardized indirect effect of 0.17 (p < 0.001), the indirect impact of TSL on JP over OGC is statistically significant. The findings of the hypothesis testing are reported in Table 4.

Discussion

The findings indicate that both TFL and TSL exert substantial effects on JP within Beijing organisations, with TFL, which emphasises vision, inspiration and empowerment, demonstrating a notably stronger

influence than TSL, which relies on explicit targets and contingent rewards. These outcomes align with prior work that highlights the superior efficacy of motivational and visionary leadership in enhancing employee outcomes (Abbas & Ali, 2023; Nguyen et al., 2023). OGC emerged as an important mediator in the relationships between leadership styles and JP. Both TFL and TSL were more effective when embedded in an organisational climate characterised by support, openness to innovation and mutual trust. This pattern suggests that leadership behaviours alone are insufficient; their translation into improved JP depends critically on a climate that facilitates understanding, creativity and psychological safety.

The results are especially pertinent to the Beijing context. Local cultural features such as respect for hierarchy and an emphasis on collective harmony may amplify the advantages of TFL, while the stabilising functions of TSL continue to offer value in managing routine tasks and short-term objectives. Thus, although TFL produced the larger effects on JP, TSL retains practical relevance where clarity, control and predictable performance are required (Khairy et al., 2023; Shah et al., 2022). The study reinforces the conditional nature of leadership effectiveness: a positive OGC, defined by trust, transparency and collaboration, enables leaders' actions to convert more readily into favourable employee outcomes (Kim & Park, 2020; Kuenzi et al., 2020).

In the Chinese cultural milieu, where hierarchical and collective norms shape climate perceptions, fostering open interaction and shared purpose enhances the alignment between TFL behaviours and organisational goals (Lau et al., 2023). At the same time, clearly articulated expectations and performance criteria allow transactional practices to function effectively. Practically, the evidence supports development of flexible, contextually aware leadership capability. Organisations should cultivate leaders who can deploy TFL and TSL adaptively according to situational demands and should invest in OGC strengthening measures to maximise JP. By combining complementary leadership strategies with a supportive climate, firms in Beijing and similar contexts can more effectively raise employee productivity and advance longer-term organisational objectives.

Policy Implications

The results carry substantial policy relevance for Beijing-based firms seeking to enhance employee JP through effective leadership. Organisational strategies should prioritise the design and implementation of initiatives aimed at developing both TFL and TSL capabilities, as each contributes distinct advantages to performance outcomes. Given that OGC serves as a mediating mechanism, deliberate efforts to strengthen this

dimension are essential. Policies that encourage the creation of climates characterised by openness, innovation, trust, and collaboration can magnify the positive influence of leadership on JP. Integrating these elements into organisational policies can reduce negative workplace conditions, improve productivity, and foster long-term sustainability. In this way, leadership development programmes aligned with supportive OGC not only contribute to immediate gains in worker performance but also reinforce broader goals such as sustained organisational growth and competitiveness in Beijing's increasingly dynamic corporate landscape. Over time, such measures extend beyond organisational boundaries, contributing incrementally to regional economic development and providing firms with strategic advantages in a crowded market environment.

Practical Implications

The practical implications of this research highlight that, to enhance subordinate JP effectively, managers in Beijing must strategically integrate both TFL and TSL practices. TFL should be applied to inspire and energise employees through vision and ideas, fostering creativity, intrinsic motivation, and enthusiasm that translate into higher levels of performance. At the same time, TSL techniques, which emphasise structured objectives and performance-based rewards, remain essential for maintaining stability, ensuring accountability, and achieving measurable organisational outcomes. Equally important is the cultivation of a supportive OGC. Managers must prioritise the development of an inclusive, innovative, and collaborative workplace climate. This can be achieved through the systematic implementation of practical interventions, including recognition and reward systems, structured feedback mechanisms, and opportunities for professional growth and career enrichment. When applied in Beijing's competitive corporate environment, such an integrated approach not only enhances employee performance but also strengthens organisational resilience and supports long-term growth. By balancing visionary leadership with structured performance management within a positive OGC, firms can secure both immediate productivity gains and sustainable development trajectories.

Theoretical Implications

The theoretical contributions of the proposed research are significant as they integrate leadership theory with perspectives from top management and corporate governance. The findings demonstrate that both TFL and TSL exert positive influences on JP, although their effects occur through distinct mechanisms. A particularly important outcome of

the study is the confirmation of OGC as a mediating factor, providing empirical support for the view that the effectiveness of leadership is closely tied to the broader organisational environment. From a theoretical standpoint, the study underscores the necessity of adopting a holistic framework in leadership research, in which OGC is positioned as a central construct. By doing so, the research advances the argument that leadership outcomes cannot be adequately explained without considering the climate in which they are embedded. Furthermore, the study contributes to the understanding of cultural influences on leadership by illustrating that the impacts of TFL and TSL vary across social, cultural, and geographical contexts. The Beijing setting offers a valuable example, showing how hierarchical traditions and collectivist values shape leadership practices, organisational culture, and employee performance. Overall, the research enriches leadership literature by establishing stronger connections between corporate governance, cultural context, and leadership strategies in driving JP. It highlights climate and culture as critical explanatory variables for understanding why leadership may be effective in some organisational contexts yet less so in others. By situating leadership within its socio-cultural environment, the study contributes to advancing theory and provides a more nuanced understanding of the leadership-performance nexus.

Conclusion

This review highlights the mediating role of OGC and the importance of TFL and TSL in shaping JP among employees in Beijing. The findings indicate that while both leadership styles positively influence performance, TFL exerts a stronger effect. This underscores the value of visionary and inspirational leadership in fostering creativity and sustained growth, while also recognising that short-term performance and stability rely heavily on the structured expectations and rewards embedded in TSL. The study emphasises that a supportive, transparent, and innovative OGC significantly strengthens the effectiveness of both TFL and TSL. For organisations to maximise the benefits of leadership, cultivating a positive climate that promotes trust, collaboration, and inclusiveness is essential. In the hierarchical and collectivist context of Beijing, the dual application of TFL and TSL, when reinforced by a strong OGC, can produce substantial improvements in JP. These insights are particularly relevant for managers and policymakers seeking sustainable efficiency and competitiveness in China's fast-evolving corporate environment. Situated within the Chinese context, the study advances organisational behaviour and leadership literature by offering empirical evidence on how TFL and TSL, mediated by OGC, shape performance outcomes. It confirms that TFL exerts direct influence on JP, while OGC

operates as a critical mechanism that translates leadership behaviours into tangible results.

The implications extend across three levels. Theoretically, the study enriches cross-cultural leadership research by conceptualising a dual leadership model mediated through OGC. Practically, it suggests that managers should balance motivational and directive approaches while fostering climates that support employee development. At the policy level, organisations are encouraged to invest in leadership training programmes that build both inspirational and procedural competencies, while simultaneously strengthening OGC. Nevertheless, limitations must be acknowledged. The cross-sectional design and reliance on self-reported data may introduce bias. Future research would benefit from longitudinal or multi-source designs to better capture dynamic relationships. Moreover, examining other leadership constructs, such as ethical or servant leadership, and extending comparisons across sectors and regions, would broaden current understanding. Overall, the study shows that effective leadership in China requires more than the application of TFL or TSL alone; it must align with organisational climate. By situating leadership within its socio-cultural and organisational context, the research contributes both theoretically and practically, offering insights into how leadership and climate together can sustain organisational growth in complex and interconnected environments.

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