

Analyzing the Impact of Transformational Leadership on Organizational Citizenship Behavior and Employee Satisfaction: The Mediating Role of “Tamoon” Relationships in the Qatari Work Environment

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ABSTRACT

This research aims to analyze the impact of transformational leadership on organizational citizenship behavior (OCB) and employee job satisfaction, with a focus on the mediating role of the “Tamoon” relationship—a socio-cultural concept rooted in mutual trust, support, and personal interaction within Arab environments. “Tamoon” represents a key cultural factor believed to enhance the quality of leader–employee relationships, potentially reflecting positively on employees’ proactive behaviors and their overall job satisfaction. The importance of this research lies in the need to integrate local cultural values with modern leadership approaches to strike a balance between organizational governance requirements and the nature of social relations within Qatari institutions. The study aims to provide a scientific framework that enables institutions to enhance performance through culturally grounded leadership and voluntary employee engagement. The research employed a descriptive-analytical approach, utilizing a quantitative method. Data were collected through a closed-ended questionnaire based on a five-point Likert scale. The target population consisted of employees from both public and private Qatari institutions with at least two years of experience. The sample size was determined using the Krejcie and Morgan formula to ensure accurate representation of the study population. Data were analyzed using descriptive and inferential statistical tools such as correlation, regression, and path analysis to identify direct and indirect relationships among the independent variable (transformational leadership), the mediating variable (“Tamoon” relationship), and the dependent variables (organizational citizenship behavior and employee job satisfaction). The results revealed a positive impact of transformational leadership on both organizational citizenship behavior and job satisfaction, with “Tamoon” relationships reinforcing this impact through their mediating role. The research recommends developing a practical model for Qatari institutional leaders that balances the use of cultural values, such as “Tamoon,” with modern leadership practices. It also emphasizes leveraging employees’ years of experience to mentor less experienced staff, strengthening employees’ organizational attachment, analyzing gender-based differences in transformational leadership and “Tamoon” relationships, exploring variations between public and private sectors, and enhancing transformational leadership competencies.

Keywords: Transformational leadership; Tamoon relationship; Organizational citizenship behavior; Job satisfaction; Qatari institutions

INTRODUCTION

Recent literature indicates that institutional challenges are no longer confined to administrative and governance aspects but also encompass the creation of sustainable work environments that contribute to organizational

stability and effectiveness. Transformational leadership has emerged as one of the most influential leadership styles due to its ability to inspire employees and promote positive behavioral change. It focuses on ethical principles and prioritizing collective interests over individual gains, which positively affects both individual and organizational performance.

At the same time, organizational citizenship behavior (OCB) has gained growing attention as a key indicator of employee effectiveness. OCB encompasses voluntary behaviors that foster cooperation and a sense of professional belonging. Studies show that leadership styles directly influence this behavior by promoting organizational justice, a sense of belonging, and job satisfaction—factors that enhance productivity and institutional sustainability.

In the Arab cultural context, particularly in Qatar, informal personal relationships play a vital role in shaping the leader–subordinate dynamic. This is reflected in the concept of “Tamoon,” which embodies trust, personal appreciation, and human interaction. Such a relationship is a potential mediating variable that explains how transformational leadership affects OCB and job satisfaction, making it a crucial factor in the Qatari work environment.

Literature also emphasizes the importance of employee empowerment and participation in decision-making, as these factors contribute directly to higher levels of loyalty and job satisfaction. Furthermore, organizational culture supports these practices by fostering leadership, behavioral, and human development dimensions within institutions. The Commitment–Trust Theory (Morgan & Hunt, 1994) offers a theoretical framework for understanding social dynamics within organizations, highlighting the role of trust and commitment in fostering sustainable organizational relationships.

Accordingly, this research seeks to analyze the impact of transformational leadership on organizational citizenship behavior and employee satisfaction while examining the mediating role of the “Tamoon” relationship. The study aims to deepen understanding of how leadership interacts with cultural and social characteristics to enhance institutional performance in the Qatari context.

Research Problem

Modern institutions face increasing challenges in managing leader–employee relationships, as enhancing organizational citizenship behavior and improving job satisfaction have become key to institutional performance and sustainability. Transformational leadership is among the most effective leadership styles for motivating employees; however, its effectiveness can be influenced by cultural and social factors that shape the leader–employee relationship.

Within this context, the concept of “Tamoon” emerges as a distinctive cultural element in Qatari and Arab societies, reflecting the depth of personal relationships based on mutual trust, respect, and informal support. This relationship can enhance the quality of leader–subordinate interactions, thereby promoting positive behaviors and increased satisfaction in the workplace.

The research problem lies in the scarcity of Arab studies examining the impact of transformational leadership on organizational citizenship behavior and job satisfaction, particularly focusing on the mediating role of the “Tamoon” relationship. This highlights the need for a comprehensive study within the Arab, especially Qatari, context to understand how such informal relationships influence the organizational environment.

Research Questions

Based on the above discussion, this research seeks to answer the following central question:

To what extent does transformational leadership influence organizational citizenship behavior and employee job satisfaction, and what mediating role does the “Tamoon” relationship play in explaining this influence?

From this main question arise several sub-questions:

1. To what extent does transformational leadership affect employees’ organizational citizenship behavior in the Qatari work environment?
2. To what extent does transformational leadership affect employee job satisfaction?
3. What is the mediating role of the “Tamoon” relationship in the link between transformational leadership and organizational citizenship behavior?
4. What is the mediating role of the “Tamoon” relationship in the link between transformational leadership and employee job satisfaction?

Research Objectives

Main Objective:

This research aims to analyze the effect of transformational leadership on employees’ organizational citizenship behavior and job satisfaction while examining the mediating role of the “Tamoon” relationship within the Qatari work environment.

Sub-Objectives:

1. To measure the effect of transformational leadership on organizational citizenship behavior among employees in Qatari institutions.
2. To measure the effect of transformational leadership on employee job satisfaction.
3. To analyze the mediating role of the “Tamoon” relationship between transformational leadership and organizational citizenship behavior.
4. To analyze the mediating role of the “Tamoon” relationship between transformational leadership and job satisfaction.
5. To provide recommendations based on the research findings to enhance leadership performance by integrating cultural values, such as the “Tamoon” relationship, into transformational leadership practices within Qatari institutions.

Research Significance

The significance of this study lies in its analysis of how leadership behaviors affect employee behavior and job satisfaction, with an emphasis on the mediating role of the “Tamoon” relationship as a cultural factor shaping organizational dynamics. The research underscores the significance of incorporating cultural dimensions into the examination of workplace dynamics, particularly in Arab contexts such as Qatar.

Scientifically, this research aims to fill a knowledge gap related to understanding how leadership behaviors influence organizational outcomes from a cultural perspective. It provides a theoretical framework for understanding professional relationships built on trust and mutual respect. The study also contributes to the development of leadership styles that align with the cultural uniqueness of Arab societies and promote sustainable institutional performance.

Socially, the study helps raise awareness of the role of local culture—especially the “Tamoon” relationship—in improving work environments and encourages leaders to adopt leadership practices consistent with social values. It also contributes to strengthening loyalty and job stability by fostering human relationships based on trust and respect, which in turn supports organizational cohesion and sustainable performance.

Research Model

The figure below illustrates the research model, showing the effect of transformational leadership (independent variable) on both job satisfaction and organizational citizenship behavior (dependent variables). It also demonstrates the mediating role of the “Tamoon” relationship, which explains the link between transformational leadership and these organizational outcomes.

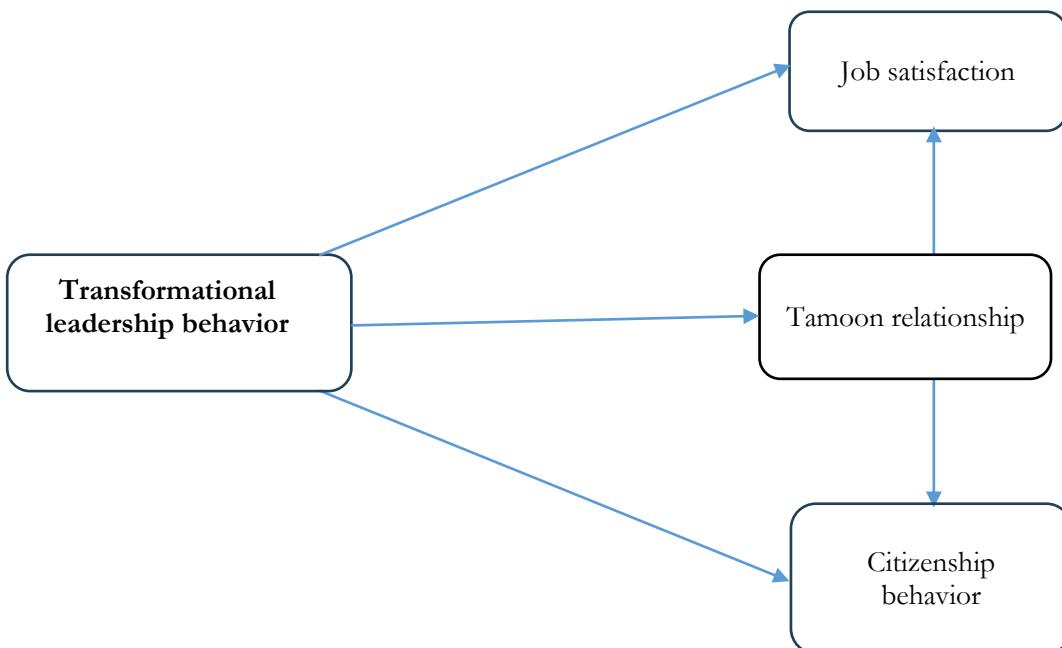


Figure 1. Research Model

Source: Prepared by the researcher based on previous studies.

Research Variables

Independent Variable:

- Transformational Leadership Behavior – Refers to a leadership style that inspires employees, encourages creative thinking, and cares about their professional and personal growth (Al-Otaibi et al., 2019).

Mediating Variable:

- “Tamoon” Relationship – A close personal relationship characterized by mutual trust and respect between a leader and an employee, rooted in the Arab cultural context. In this model, it serves as a mediator linking transformational leadership behavior to employee outcomes (Abu Saagh, 2015).

Dependent Variables:

- Organizational Citizenship Behavior (OCB): Refers to employees’ voluntary and positive actions that go beyond formal job requirements, such as cooperation with colleagues, initiative, and ethical commitment (Al-Banna & Youssef, 2016).
- Job Satisfaction: Refers to the degree of employee contentment with their job, work environment, leadership, and opportunities for recognition and professional development (Al-Daraji & Al-Sa’id, 2018).

Causal Relationships in the Model

The study model assumes that transformational leadership directly influences the “Tamoon” relationship, viewed as a socio-cultural connection based on mutual trust between leaders and subordinates. It also posits that the “Tamoon” relationship plays a mediating role in explaining and strengthening the effect of transformational leadership on both organizational citizenship behavior and job satisfaction. Thus, “Tamoon” is regarded as a mediating variable—a cultural and social link that enhances the outcomes of effective leadership in Qatari institutions.

THEORETICAL FRAMEWORK

Transformational leadership is one of the most important managerial tools contributing to institutional performance development through several dimensions that support and motivate employees to achieve excellence. These dimensions include inspirational motivation, which is based on mutual admiration, encouragement, and respect between the leader and subordinates. The leader uses idealized influence to strengthen social acceptance and organizational belonging. Furthermore, the leader’s charisma and visionary insight enable subordinates to gain confidence and loyalty, driving them toward innovative thinking through the leader’s inspiration and experience (Al-Otaibi et al., 2019).

This leadership style also involves intellectual stimulation, where the transformational leader encourages the generation of new ideas and creative solutions to problems. The leader grants employees a high degree of empowerment through delegation of authority, which enhances both individual and group performance and contributes to better institutional outcomes (Al-Momani et al., 2024).

Transformational leadership also fosters job satisfaction by creating a positive work environment, ensuring fair and qualified supervision, and promoting collaboration and information sharing among employees. This leads to more explicit role definitions and reduced conflicts, making the workplace more stable and equitable, and motivating employees to focus their efforts on achieving institutional goals (Al-Saud et al., 2019).

Moreover, the transformational leader works to improve the organizational climate through constructive feedback, encouragement of teamwork, and knowledge sharing within teams—factors that enhance the quality of institutional performance (Al-Qahtani et al., 2021).

Studies have shown that transformational leadership plays a central role in improving the organizational climate by increasing job satisfaction levels, empowering employees, and stimulating administrative and organizational innovation. This contributes to strengthening organizational culture, enhancing organizational citizenship behavior, and raising employee morale (Al-Enezi, 2023).

The Impact of Transformational Leadership on Organizational Citizenship Behavior and Job Satisfaction

Transformational leadership is closely linked to organizational commitment, as transformational leaders enhance employees’ emotional attachment to their organizations, enabling them to face work challenges and interact positively with colleagues, leading to higher levels of performance and productivity (Marnkoush, 2022). This leadership model also increases job satisfaction through individualized consideration, support, and empowerment, while fostering mutual trust between leaders and subordinates. These factors enhance self-

motivation, strengthen professional commitment, and improve operational processes within the institution (Al-Daraji et al., 2018).

Organizations that adopt transformational leadership tend to show higher levels of organizational citizenship behavior (OCB)—a voluntary behavior that promotes initiative and cooperation. Employees actively participate in decision-making and performance improvement, creating a work environment that encourages positive engagement and innovation (Al-Banna & Youssef, 2016).

Transformational leadership is also linked to ethical leadership through the lens of social learning theory, as subordinates view the ethical leader as a role model with credibility and attractiveness. This reinforces OCB and creates a positive, motivating organizational climate (Yaghmour et al., 2016).

Accordingly, transformational leadership is considered an effective tool for achieving comprehensive organizational change by improving traditional work practices, enhancing institutional efficiency, and increasing adaptability to environmental changes—all of which contribute to competitiveness and excellence (Al-Sulaymani et al., 2021).

The Impact of the “Tamoon” Relationship on the Organization and Its Connection to Transformational Leadership

Rapid technological advancements and global shifts have led to the evolution of management concepts and practices, aligning them with modern business environments. This shift has brought forth new ideas more relevant to the Arab context—most notably the concept or culture of “Tamoon”, which represents a modern Arab managerial philosophy aimed at motivating subordinates and achieving strategic growth objectives.

This concept is linked to professional commitment, trust, and technological empowerment, and reflects a form of relational governance in business interactions across the Arab region. It promotes friendship- and cooperation-based relationships with key stakeholders to support business operations and make balanced decisions that benefit all parties. Thus, it transforms the business environment from a rigidly formal system into a socially grounded one based on social power and flexibility (Abosag & Ghauri, 2022).

The “Tamoon” culture aligns with modern leadership styles, particularly transformational leadership, as both are founded on trust, commitment, and creative motivation in the workplace. This alignment enhances performance quality and supports mutual benefit in business environments. The concept also relates to social theories, including social capital theory, network theory, and social exchange theory. The limited literature addressing this topic has highlighted its role in leveraging social relationships to develop investment connections and make more informed decisions—ultimately enhancing flexibility and quality within business environments (Alalwan, 2021).

RESEARCH METHODOLOGY

Quantitative Approach:

The quantitative approach serves as an effective tool for collecting numerical data that can be analyzed using statistical methods such as correlation, regression, and path analysis. This enables the researcher to test causal relationships between variables with precision and objectivity (Creswell, 2014). The approach contributes to measuring the relationship between leadership behaviors, employee behaviors, and job satisfaction levels. It also allows for analyzing the mediating role of the “Tamoon” relationship within this framework, using mediation analysis models such as that of Baron and Kenny (1986).

Additionally, the quantitative approach enables the collection of data from a large sample of leaders and employees in Qatari institutions, thereby enhancing the reliability and generalizability of the results within the local context (Babbie, 2010).

Research Design:

This study adopts an explanatory quantitative design. It not only measures the degree of correlation between variables but also focuses on testing causal hypotheses using validated statistical tools. This design is based on Creswell’s (2014) recommendations, which highlight the suitability of the quantitative approach when the aim is to test clearly defined relationships between leadership and behavioral constructs.

1. **Independent Variable:** Transformational leadership, considered the main leadership style examined in this research.
2. **Dependent Variables:**
 - Organizational Citizenship Behavior (OCB)
 - Employee Job Satisfaction

3. **Mediating Variable:** The *Tamoon* relationship — an informal bond of trust and mutual understanding between a leader and an employee.

These variables were carefully selected based on theoretical and contextual foundations. Transformational leadership has a strong presence in modern leadership literature, while both organizational citizenship behavior and job satisfaction are among the most important indicators of psychological and institutional well-being in the workplace. The *Tamoon* relationship, in turn, represents a local cultural element that enriches our understanding of informal mechanisms of influence, enabling leaders to shape employee behavior within Qatari institutions.

Research Population:

The research population comprises employees working in Qatari institutions across both the public and private sectors who have been employed for more than two years. The focus of this group is to assess the impact of leadership behaviors on employee behaviors and job satisfaction, with a mediating role for the *Tamoon* relationship within Qatar's institutional work environment. The population comprises institutions of varying sizes (large, medium, and small) across different fields, including education, health, industry, technology, and services.

Research Sample:

The study uses a stratified sampling method to ensure representation of all categories within the target population. The sample is divided into strata according to the type of sector (public or private). A proportionate stratified sample was selected to reflect the relative size of each stratum within the population, ensuring accurate representation of its characteristics and diversity.

Sample Size:

The sample size was determined using the Krejcie and Morgan formula based on the total population size, with a significance level of 0.05, a margin of error of 5%, and a confidence level of 95%. The estimated sample size ranges between 150 and 200 participants, which is sufficient to statistically analyze relationships among variables and generalize the results (Anastasya & Yuadi, 2024).

Inclusion Criteria:

- Employees working in Qatari institutions in either the public or private sector.
- Currently working under the direct supervision of a leader/manager within an organizational unit or department.
- Having at least two years of experience in the same institution or current position to ensure a well-established working relationship with the leader.
- Willing to voluntarily participate in the study and complete the questionnaire fully.

Exclusion Criteria:

- Individuals not currently employed or not reporting directly to a leader or manager.
- Employees with less than two years of experience in their current job or institution.
- Individuals working in institutions outside Qatar, to maintain the research focus on the Qatari context.
- Participants who decline informed consent or fail to complete the questionnaire adequately, as this may affect the accuracy of the results.

Data Collection Tools:

A closed-ended questionnaire was designed to cover three main dimensions, representing the key variables of the study. The questionnaire includes statements measured on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). These dimensions are transformational leadership behaviors (independent variable), the *Tamoon* relationship (mediating variable), and organizational citizenship behavior and job satisfaction (dependent variables).

The questionnaire items were developed based on validated and reliable scales from previous studies, modified to fit the Qatari institutional and cultural context, ensuring both validity and reliability of the measurement tool.

1. Transformational Leadership Behaviors:

Measured using the Global Transformational Leadership (GTL) Scale, consisting of 7 items developed and validated by Carless, Wearing, & Mann (2000). This scale measures aspects such as vision, empowerment, encouragement, influence, and motivation.

2. Tamoon Relationship:

Measured using the *Tamoon* scale proposed by Ababneh et al. (2024), which includes dimensions reflecting personal connection, trust, and mutual support between leader and employee. The items were reviewed and adapted to suit the Arab context, particularly in Qatar.

3. **Organizational Citizenship Behavior:**

Measured using the scale developed by Podsakoff et al. (1990), which includes five dimensions: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

4. **Job Satisfaction:**

Measured using selected items from the scale developed by Smith, Kendall, & Hulin (1969), adapted and validated through academic review to ensure suitability for the local environment.

The following table presents the details of the scales used, their sources, number of items, and illustrative examples:

Table 1. Measurement Scales and Their Details

Variable	Scale	Reference	No. of Items	Example Statement
Transformational Leadership	GTL-7	Carless et al. (2000)	7	My leader motivates me to strive toward clear, shared goals.
Tamoon	Locally developed scale	Ababneh et al. (2024)	12	I communicate personally with my leader before making important decisions.
Organizational Citizenship Behavior	Podsakoff et al. (1990)	Podsakoff et al. (1990)	24	I take the initiative to help my colleagues without being asked.
Job Satisfaction	Smith, Kendall & Hulin (1969)	Smith et al. (1969)	18	I feel satisfied with the professional development opportunities in my job.

Instrument Validity

Content Validity:

The instrument underwent professional translation and academic review to ensure linguistic and cultural appropriateness for the Qatari context. A committee of three experts from Qatar University validated the instrument.

Face Validity:

A pilot study was conducted on a sample of 30 employees to test the clarity and consistency of the questionnaire items. The results showed Cronbach's Alpha values exceeding 0.75 for all scales, indicating a high degree of internal consistency and reliability.

Face validity was further confirmed by calculating Cronbach's Alpha for all dimensions of the scale, with values ranging between 0.839 and 0.941 across the four dimensions. The overall reliability score for the scale was 0.927, confirming its strong consistency, validity, and reliability, as shown in the following table:

Table 2. Cronbach's Alpha Coefficients for the Study Instrument

Variable	Cronbach's Alpha	No. of Items
Transformational Leadership	0.941	7
Tamoon	0.839	4
Organizational Citizenship	0.898	15
Job Satisfaction	0.877	5
Overall Scale	0.927	31

Data Collection Procedures

Ethical approval for this study was obtained from the Research Ethics Committee at Qatar University under reference number QUTREC-2024-45, ensuring compliance with all established ethical standards.

After approval, the questionnaire was distributed electronically to the study sample, and a reminder was sent one week later to increase participation and encourage responses.

Participants were informed that all collected data would be used solely for academic research purposes, with complete confidentiality guaranteed and no possibility of identifying participants in any way.

Data collection lasted approximately four weeks, with a response rate of 82%, which is considered high and enhances the credibility and generalizability of the findings within the targeted context. The final sample consisted of 171 employees, and all collected data were included in the statistical analysis.

Data Analysis

Demographic Data Analysis

Gender Data:

Females constituted the majority of participants, totaling 112 (65.5%), while males numbered 59 (34.5%), as shown in the following table and Figure (2):

Table 3. Gender Distribution of the Study Sample

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	112	65.5	65.5	65.5
Male	59	34.5	34.5	100
Total	171	100	100	

Age Data:

The results revealed that the most represented age group was 40–49 years, with 63 participants (36.8%), followed by the 31–39 years group with 57 participants (33.3%). The group under 30 years accounted for 31 participants (18.1%), while the 50 years and above group included 20 participants (11.7%), as shown in the following table and Figure 3:

Table 4. Age Distribution of the Study Sample

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
31–39	57	33.3	33.3	33.3
40–49	63	36.8	36.8	70.2
50 and above	20	11.7	11.7	81.9
Under 30	31	18.1	18.1	100
Total	171	100	100	

Employment Sector Data:

The results indicated that participants from the government sector constituted the majority, with 129 participants (75.4%), while 42 participants (24.6%) were from the private sector, as shown in the following table and Figure (4):

Table 5. Employment Sector Distribution of the Study Sample

Sector	Frequency	Percent	Valid Percent	Cumulative Percent
Government	129	75.4	75.4	75.4
Private	42	24.6	24.6	100
Total	171	100	100	

Data on Years of Experience in the Current Institution:

The data indicated that the largest group of participants had 15 years of experience or more, totaling 66 participants (38.6%). This was followed by the groups with 4–9 years and 10–14 years of experience, each with 36 participants (21.1%), while the group with 2–4 years of experience included 33 participants (19.3%).

These results suggest that most participants possess extensive experience within their institutions, which enhances the credibility of their responses and lends professional weight to the study in interpreting their relationship with their direct leaders. The details are presented in the following table and Figure 5:

Table 6. Data on Years of Experience in the Current Institution (Study Sample)

Years of Experience	Frequency	Percent	Valid Percent	Cumulative Percent
10–14 years	36	21.1	21.1	21.1
15 years or more	66	38.6	38.6	59.6
2–4 years	33	19.3	19.3	78.9
4–9 years	36	21.1	21.1	100
Total	171	100	100	

Data on Current Job Role:

The results showed that the vast majority of participants hold non-leadership positions, totaling 75 participants (43.9%), reflecting strong representation from the executive level of the workplace. This was followed by the positions of Head of Department and Director, each with 28 participants (16.4%), and Team Leader/Supervisor with 15 participants (8.8%). The Assistant Director category had only 2 participants (1.2%).

Meanwhile, various individual job titles that appeared only once each accounted for 9 participants (0.6%) per role, including Researcher, Laboratory Researcher, Expert, Doctor, University Student, Faculty Member, Journalist, Teacher, and Freelancer.

This diversity in job roles reflects both structural and professional variety within the sample, enhancing the comprehensiveness of the results and broadening their scope when analyzing the relationship between leadership style, satisfaction, and job behavior. The details are presented in the following table:

Table 7. Data on Current Job Role (Study Sample)

Current Job Role	Frequency	Percent	Valid Percent	Cumulative Percent
Researcher	1	0.6	0.6	0.6
Laboratory Researcher	1	0.6	0.6	1.2
Expert	1	0.6	0.6	1.8
Doctor	1	0.6	0.6	2.3
Team Leader/Supervisor	15	8.8	8.8	11.1
Head of Department	28	16.4	16.4	27.5
University Student	1	0.6	0.6	28.1
Faculty Member	1	0.6	0.6	28.7
Journalist	1	0.6	0.6	29.2
Teacher	1	0.6	0.6	29.8
Director	28	16.4	16.4	46.2
Unit Manager	14	8.2	8.2	54.4
Assistant Director	2	1.2	1.2	55.6
Freelancer	1	0.6	0.6	56.1
Employee (non-leadership role)	75	43.9	43.9	100
Total	171	100	100	

Data on Educational Qualification:

The findings revealed that the largest educational group consisted of individuals holding bachelor's degrees, totaling 96 participants (56.1%). This was followed by master's degree holders, with 46 participants (26.9%), then PhD holders, with 13 participants (7.6%), diploma holders, with 12 participants (7%), and finally, secondary school graduates, with only 4 participants (2.3%).

These results indicate that most participants have a high educational level, reflecting an advanced intellectual and cultural background among employees in Qatari institutions. This may contribute to more mature leadership relationships and a deeper understanding of workplace dynamics, particularly in the context of how Tamun (informal, trust-based authority) influences their organizational behavior and job satisfaction. The details are shown in the following table and Figure (6):

Table 8. Data on Educational Qualification (Study Sample)

Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor's degree	96	56.1	56.1	56.1
Secondary	4	2.3	2.3	58.5
Diploma	12	7.0	7.0	65.5
PhD	13	7.6	7.6	73.1
Master's degree	46	26.9	26.9	100
Total	171	100	100	

Descriptive Data of the Study Variables:

Transformational Leadership Variable:

The results indicated that the most endorsed transformational leadership behavior among participants was the leader's ability to provide encouragement and appreciation to employees, with statement (3) recording the highest © 2025 by Author/s

mean score of 4.02 and a standard deviation of 0.92. This means that the majority of participants chose “Agree” or “Strongly Agree,” reflecting a positive perception of the leader’s role in moral reinforcement and motivation.

This was followed, in descending order, by statements (4, 2, 6, 7, 1, and 5) with mean scores ranging between 3.98 and 3.88, all within the “Agree” level. The overall mean was 3.94 with a standard deviation of 0.927, indicating a generally positive evaluation of transformational leadership practices in Qatari organizations.

This pattern reflects the presence of supportive and motivational leadership qualities capable of building an effective *trust-based (Tmun) relationship*, which enhances the potential for a positive influence on employee behavior and job satisfaction. The detailed distribution is shown in the following table:

Table 9. Descriptive Data of Transformational Leadership Variable Items

No.	Statement	Mean	Std. Deviation	Rank
1	My team leader has a clear and positive vision for the future.	3.91	0.922	6
2	Treats employees as individuals and supports their development.	3.96	0.903	3
3	Provides encouragement and appreciation to employees.	4.02	0.92	1
4	Promotes trust, participation, and cooperation among team members.	3.98	0.907	2
5	Encourages thinking about problems in new ways and challenges assumptions.	3.88	0.999	7
6	Is clear about his/her values and the practices applied.	3.94	0.899	4
7	Instills pride and respect in others and motivates me through high competence.	3.92	0.939	5
Overall Mean	3.94	0.927		

Tmun Relationship Variable:

The results showed that the first statement related to the *Tmun* relationship received the highest rating, with a mean score of 4.13 and a standard deviation of 0.844, indicating that most responses centered around “Agree.” This reflects a strong perception of personal connection and mutual trust between leaders and employees.

This was followed by statements (2, 3, and 4) with close mean values ranging between 3.99 and 3.73, all within the “Agree” level. The overall mean was 3.95 with a standard deviation of 0.932, indicating general agreement among the participants on the existence of a supportive informal dimension in the work relationship.

This high level of agreement confirms that the *Tmun* relationship is indeed present in the Qatari institutional context and forms a cultural foundation upon which leaders can rely to enhance influence and motivation. This supports the assumed mediating role of the *Tmun* relationship in influencing employees’ psychological and behavioral outcomes. The details appear in the following table:

Table 10. Mean, Standard Deviation, and Rank of Tamun Relationship Variable Items

No.	Statement	Mean	Std. Deviation
1	I highly value my relationship with my leader.	4.13	0.844
2	I do things that benefit my leader even if not requested.	3.99	0.92
3	There is a sense of solidarity between me and my leader.	3.96	0.903
4	I consider this leader to have <i>Tmun</i> (a personal relationship built on trust, appreciation, and solidarity between leader and employee, where the leader serves as a trusted personal reference).	3.73	1.062
Overall Mean	3.95	0.932	

Organizational Citizenship Behavior Variable:

The results showed that all dimensions of this variable received high ratings, reflecting the strong perception of positive organizational behavior among participants within their institutions.

The highest-rated dimension was Altruism, with a mean of 4.503 and a standard deviation of 0.595, indicating strong agreement regarding employees’ willingness to help colleagues and provide support without expecting anything in return. Courtesy followed, with a mean of 4.427, and Civic Virtue, with a mean of 4.27, both reflecting employees’ respect for their colleagues and their commitment to maintaining an orderly and healthy work environment.

Next came Sportsmanship, with a mean of 4.22, demonstrating employees’ acceptance of administrative decisions with a positive attitude. Finally, Conscientiousness had a mean of 4.13, indicating employees’ awareness and responsibility in performing their duties, even without supervision.

The repeated high ratings across all dimensions indicate a **positive organizational culture** characterized by responsibility and initiative. The **overall mean** was **4.31** with a **standard deviation of 0.703**, placing it in the “Strongly Agree” level. The details are presented below:

Table 11. Mean, Standard Deviation, and Rank of Organizational Citizenship Behavior Variable Items

Dimension	No.	Statement	Mean	Std. Deviation	Rank
Altruism	1	I assist my colleagues when they encounter work-related issues.	4.52	0.588	1
	2	I am always willing to lend a helping hand to those around me.	4.45	0.643	
	3	I try to avoid creating problems for my colleagues.	4.54	0.555	
Subtotal			4.503	0.595	
Courtesy	4	I consider how my behavior affects my colleagues.	4.41	0.648	2
	5	I respect the rights and privacy of colleagues.	4.55	0.586	
	6	I consult others before making decisions that may affect them.	4.32	0.741	
Subtotal			4.427	0.658	
Civic Virtue	7	I ensure that I follow instructions accurately.	4.34	0.67	3
	8	I make suggestions to improve work.	4.35	0.697	
	9	I contribute to the success of institutional events even without a direct assignment.	4.12	0.803	
Subtotal			4.270	0.723	
Sportsmanship	10	I focus on the positive aspects of situations.	4.24	0.74	4
	11	I obey laws and instructions even in the absence of supervision.	4.39	0.688	
	12	I do not complain about minor issues at work.	4.03	0.904	
Subtotal			4.220	0.777	
Conscientiousness	13	I do not take long breaks.	3.84	0.931	5
	14	I perform my duties to the best of my ability.	4.49	0.567	
	15	I willingly accept additional responsibilities.	4.06	0.791	
Subtotal			4.130	0.763	
Overall Mean			4.31	0.703	

Job Satisfaction Variable:

The results revealed that the statement most expressive of job satisfaction was “*I feel proud to be part of this institution*”, which obtained a mean score of 4.2 and a standard deviation of 0.782. This reflects a deep sense of belonging and loyalty to the institution—an essential indicator of sustainable job satisfaction.

It was followed, in descending order, by statements (3 – 1 – 4 – 5), with mean scores ranging between 3.98 and 3.84. These results indicate a general agreement among participants regarding a positive assessment of job satisfaction, with responses falling within the “Agree” level. The overall mean score was 3.97 with a standard deviation of 0.903, also within the “Agree” range, indicating the presence of elements such as a sense of achievement, comfort in the work environment, and administrative appreciation.

These findings demonstrate that job satisfaction among the respondents is linked to a combination of moral and institutional factors. They also highlight the importance of focusing on non-material aspects—such as belonging and recognition—to create a motivating and stable work environment, as shown in the following table:

Table (12): Mean, Standard Deviation, and Rank for Job Satisfaction Statements

No.	Statement	Mean	Std. Deviation	Rank
1	I am generally satisfied with my current job.	3.95	0.916	3
2	I feel proud to be part of this institution.	4.2	0.782	1
3	I wish to continue working in my current institution.	3.98	0.936	2
4	I feel motivated to perform my daily work.	3.87	0.907	4
5	I believe my job aligns with my career aspirations.	3.84	0.974	5
Overall Mean	3.97	0.903	—	

Correlation Analysis for Study Variables

Relationship between Demographic Variables and Study Variables:

The results of Pearson's correlation test (Table 13) showed no statistically significant effect for age and educational qualification on transformational leadership, *Tamun* relationship, job satisfaction, or dimensions of organizational citizenship behavior. This indicates homogeneity among participants in their perception of the institutional environment, regardless of their demographic backgrounds.

However, a statistically significant negative correlation was found between gender and both transformational leadership (at $p < 0.01$) and *Tamun* relationship (at $p < 0.05$), suggesting differences between males and females in perceiving these aspects. There was also a significant correlation between the employment sector and transformational leadership ($p < 0.05$), indicating differing perceptions between public and private sector employees due to differences in administrative structures.

Additionally, the results showed a positive significant correlation between years of experience and both conscientiousness (within citizenship behavior) and job satisfaction (at $p < 0.05$), reflecting the impact of experience in enhancing responsibility, discipline, and satisfaction at work. These findings underscore the importance of adopting fair and flexible leadership policies that take into account individual and demographic differences in the workplace.

Table (13): Pearson Correlation Coefficients between Demographic and Study Variables

Variable	Gender	Age	Sector	Years of Experience	Educational Qualification
Transformational Leadership	-0.207**	-0.014	-0.171*	0.029	-0.059
<i>Tamun</i> Relationship	-0.19*	0.01	-0.062	0.048	0.048
Altruism	0.144	0.041	-0.005	0.128	0.006
Courtesy	0.156*	-0.013	-0.042	0.103	0.082
Civic Virtue	0.178*	0.005	-0.013	0.055	0.097
Sportsmanship	0.048	0.055	-0.131	0.123	0.072
Conscientiousness	0.087	0.054	-0.123	0.167*	0.089
Job Satisfaction	-0.112	0.131	-0.081	0.161*	-0.023

* Significant at the 0.05 level (2-tailed).

** Significant at the 0.01 level (2-tailed).

Relationship among Study Variables:

Pearson's correlation results (Table 14) indicated significant interrelationships among the study variables. There was a strong and statistically significant positive correlation between transformational leadership and both *Tamun* relationship ($r = 0.701$, $p < 0.01$) and job satisfaction ($r = 0.474$, $p < 0.01$), as well as with sportsmanship ($r = 0.219$, $p < 0.01$). Additionally, there were significant correlations at ($p < 0.05$) with civic virtue ($r = 0.189$) and conscientiousness ($r = 0.175$), suggesting that higher levels of transformational leadership enhance positive organizational relationships and job satisfaction.

Conversely, no significant correlation was found with altruism ($r = 0.108$) or courtesy ($r = 0.111$), suggesting that other factors may influence these dimensions.

The *Tamun* relationship showed a positive and statistically significant correlation with all variables and dimensions of organizational citizenship behavior (at $p < 0.01$), highlighting its pivotal role as a mediating factor in promoting satisfaction and positive behaviors within the organization.

Job satisfaction was also positively correlated with both transformational leadership and *Tamun* ($r = 0.474$ and $r = 0.498$, $p < 0.01$), as well as with civic virtue, sportsmanship, conscientiousness, and courtesy, while showing no significant correlation with altruism ($r = 0.139$).

The dimensions of organizational citizenship behavior displayed highly significant positive correlations with each other ($p < 0.01$), reflecting their integration as a unified behavioral system. These findings affirm that transformational leadership, supported by *Tamun* relationships and mutual trust, contributes to building a positive work environment that enhances belonging, satisfaction, and organizational citizenship within the institution.

Table (14): Pearson Correlation Coefficients between Study Variables

Variables	Transformational Leadership	Tamun	Altruism	Courtesy	Civic Virtue	Sportsmanship	Conscientiousness
<i>Tamun</i>	0.701**	—	—	—	—	—	—
Altruism	0.108	0.237**	—	—	—	—	—
Courtesy	0.111	0.249**	0.835**	—	—	—	—
Civic Virtue	0.189*	0.357**	0.612**	0.639**	—	—	—
Sportsmanship	0.219**	0.387**	0.471**	0.551**	0.625**	—	—
Conscientiousness	0.175*	0.403**	0.445**	0.488**	0.586**	0.611**	—
Job Satisfaction	0.474**	0.498**	0.139	0.194*	0.341**	0.394**	0.339**

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

Study Hypotheses

The present study aims to reveal the nature and strength of the relationship between the dependent variable (*Transformational Leadership – TLD*) and the two independent variables (*Organizational Citizenship Behavior – BH* and *Job Satisfaction – STS*) directly, while also examining the mediating effect of the variable (*Tamun Relationship – TMN*) on these same relationships.

The **Linear Regression Model** is one of the most important mathematical models used to examine relationships among variables, represented by the following equation:

$$Y_i = \beta_0 + \beta_1 X_i + \epsilon_i \quad Y_i = \beta_0 + \beta_1 X_i + \epsilon_i$$

Where:

- Y_i represents the dependent variable,
- X_i represents the independent variable,
- ϵ_i represents the random error,
- β_0 is the intercept parameter, and
- β_1 is the regression coefficient, which is the main parameter to be studied, as statistically significant results indicate the strength of the model.

Statistical software packages estimate the parameters of the linear regression equation using several methods, primarily the **Least Squares Method**, to produce the estimated regression equation:

$$\hat{y}_i = b_0 + b_1 x_i \quad \hat{y}_i = b_0 + b_1 x_i$$

Where:

- b_0 is the estimated intercept, and
- b_1 is the estimated regression coefficient (slope).

Since this study investigates the effect of the *Tamun Relationship* as a mediating variable, the use of the SMART PLS (Partial Least Squares) program was the most appropriate for processing and modeling the relationships among the variables.

The Partial Least Squares (PLS) analysis serves as an alternative to Ordinary Least Squares (OLS) regression or Variance-Based Structural Equation Modeling (VB-SEM), which are used for systems of independent and dependent variables. In fact, PLS is sometimes referred to as *component-based structural modeling*, in contrast to *variance-based structural modeling*, which is commonly implemented in major software packages such as Amos, SAS, Stata, MPlus, LISREL, and EQS (Garson, 2016, p. 8).

Accordingly, the structural model for the study variables was designed, as represented in the following figure:

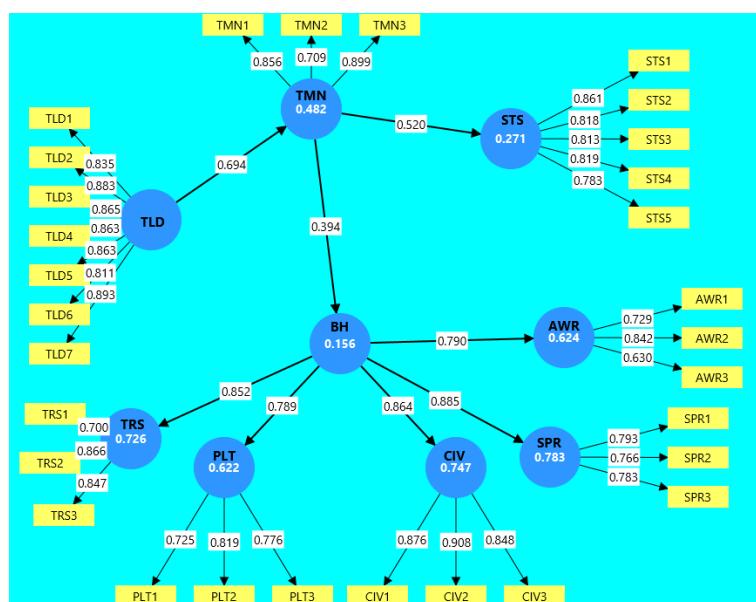


Figure 7: Relationship Model

Verification of the Statistical Model

Verifying the model's validity is one of the most important features of the **SMART PLS** program.

Variance Inflation Factor (VIF):

To examine the effect of the dependent variable (*Transformational Leadership*) on both the independent variables (*Organizational Citizenship Behavior* with its dimensions, and *Job Satisfaction*) and the mediating variable (*Tamun Relationship*), it is necessary to analyze the Variance Inflation Factor (VIF) to detect multicollinearity. This helps determine whether the statistical model used is valid or needs reformulation.

The results of the VIF analysis showed the following:

- There was no multicollinearity problem for the variables *Tamun* and *Job Satisfaction*, as all their VIF values were less than 3.
- All VIF values for Transformational Leadership ranged between 3 and 5, indicating a moderate issue that does not affect the model's validity.
- For the Organizational Citizenship Behavior variable, all dimension items had VIF values below 3, except for the second (3.553) and third (3.17) items in the *Civic Virtue* dimension, which still do not affect the overall model stability.
- Overall, the VIF calculations confirmed that the model is appropriate and does not suffer from multicollinearity (collinearity) problems.

Table (15): Variance Inflation Factor (VIF) Values for the Study Variables

Variable	Item	VIF
Organizational Citizenship Behavior (BH)		
Altruism	TRS1	1.179
	TRS2	1.995
	TRS3	1.974
Conscientiousness	AWR1	1.167
	AWR2	1.304
	AWR3	1.175
Civic Virtue	CIV1	2.77
	CIV2	3.553
	CIV3	3.17
Courtesy	PLT1	1.361
	PLT2	1.237
	PLT3	1.392
Sportsmanship	SPR1	2.474
	SPR2	1.283
	SPR3	1.765
Job Satisfaction (STS)	STS1	2.494
	STS2	2.377
	STS3	2.426
	STS4	1.831
	STS5	1.852
Transformational Leadership (TLD)	TLD1	3.195
	TLD2	3.885
	TLD3	4.453
	TLD4	3.423
	TLD5	3.061
	TLD6	2.323
	TLD7	3.712
Tamun Relationship (TMN)	TMN1	1.805
	TMN2	1.445
	TMN3	2.785
	TMN4	2.418

Standardized Regression Weights (Outer Loadings):

The standardized regression weights, also known as outer loadings, are key outputs in Confirmatory Factor Analysis (CFA) or Structural Equation Modeling (SEM). They represent the strength and direction of the relationship between each observed variable (indicator) and its underlying latent construct.

Table (16) presents the following findings:

1. The Transformational Leadership items showed high loading values, ranging from 0.811 (TLD6) to 0.859 (TLD7). This indicates that the statements reflecting *the instillation of pride and respect in others and motivation through competence* were the strongest indicators of transformational leadership.
2. These high loadings confirm strong convergent validity and clear internal consistency within the transformational leadership construct.
3. The Organizational Citizenship Behavior dimensions also had high loading values, ranging from 0.767 for *Conscientiousness (AWR)* to 0.877 for *Civic Virtue (CIV)*. This suggests that *Civic Virtue* was the most representative dimension of OCB, again confirming strong convergent validity and internal consistency.
4. For the Tamun Relationship variable, the item (*TMN2: I do things that benefit my leader even if they are not requested*) had a loading of 0.7, while the other three items had high loadings ranging from 0.822 (TMN1) to 0.901 (TMN3). The item (*There is a strong bond of solidarity between me and my leader*) was the most representative, indicating strong convergent validity and internal consistency within the construct.
5. The Job Satisfaction items also exhibited high loading values, ranging from 0.782 (STS5: I believe my work aligns with my professional aspirations) to 0.867 (STS1: I feel general satisfaction with my current job).
6. This indicates that general satisfaction was the most representative aspect of the job satisfaction variable, again reflecting strong convergent validity and internal coherence within the construct.

Table (16): Outer Loading for the Study Variables

Variable	Item	AWR	CIV	PLT	SPR	STS	TLD	TMN	TRS	BH
Conscientiousness Awareness (AWR)	AWR1	0.729								0.767
	AWR2	0.841								
	AWR3	0.730								
Civic Behavior (CIV)	CIV1		0.876							0.877
	CIV2		0.908							
	CIV3		0.848							
Courtesy (PLT)	PLT1			0.725						0.773
	PLT2			0.819						
	PLT3			0.776						
Sportsmanship (SPR)	SPR1				0.793					0.781
	SPR2				0.766					
	SPR3				0.783					
Job Satisfaction (STS)	STS1					0.867				
	STS2					0.813				
	STS3					0.815				
	STS4					0.818				
	STS5					0.782				
Transformational Leadership (TLD)	TLD1						0.838			
	TLD2						0.882			
	TLD3						0.863			
	TLD4						0.864			
	TLD5						0.863			
	TLD6						0.811			
	TLD7						0.891			
Tamoon Relationship (TMN)	TMN1							0.822		
	TMN2							0.700		
	TMN3							0.901		
	TMN4							0.872		
Altruism (TRS)	TRS1								0.700	0.804
	TRS2								0.866	
	TRS3								0.847	

Construct Reliability and Validity

This is among the most important tests conducted on study variables to ensure internal consistency and discriminant validity, which guarantees distinction among the constructs of the instrument used. Table (17) shows the following:

- All **Cronbach's Alpha** values exceeded **0.7**, ranging between **0.839 and 0.941**, confirming strong internal consistency reliability.
- All **Composite Reliability (rho_A)** values for the constructs (Transformational Leadership – TLD, Tamoon Relationship – TMN, Organizational Citizenship Behavior – BH and its dimensions, and Job Satisfaction – STS) were high, ranging between **0.7 and 0.944**, indicating strong internal consistency among the indicators of each construct.
- All **Composite Reliability (rho_C)** values, which provide a more precise measure, were also high, ranging between **0.78 and 0.952**, further confirming strong internal consistency across all constructs.

Table (17): Construct Reliability, Validity, and Discriminant Validity

Variable	Cronbach's Alpha	Composite Reliability (rho_A)	Composite Reliability (rho_C)
AWR	0.700	0.700	0.780
CIV	0.850	0.853	0.909
PLT	0.700	0.702	0.818
SPR	0.700	0.681	0.824
STS	0.879	0.895	0.911
TLD	0.941	0.944	0.952
TMN	0.840	0.864	0.893
TRS	0.727	0.733	0.848

Discriminant Validity

The **Average Variance Extracted (AVE)** values for all variables met the **Fornell-Larcker criterion** for convergent validity. All AVE values were greater than **0.5**, ranging between **0.739** for the *Conscientiousness Awareness* dimension of *Organizational Citizenship Behavior* and **0.877** for the *Civic Behavior* dimension. Moreover, the square roots of AVE values were greater than any corresponding correlation coefficients in their respective rows or columns, as shown in the following table.

Table (18): Square Roots of AVE and Correlation Coefficients for Discriminant Validity

	AWR	CIV	PLT	SPR	STS	TLD	TMN	TRS
AWR	0.739							
CIV	0.522	0.877						
PLT	0.638	0.528	0.774					
SPR	0.584	0.844	0.574	0.781				
STS	0.370	0.138	0.360	0.196	0.819			
TLD	0.205	0.109	0.190	0.115	0.494	0.859		
TMN	0.361	0.222	0.374	0.243	0.528	0.726	0.823	
TRS	0.657	0.625	0.632	0.652	0.328	0.184	0.339	0.808

Hypotheses

First Hypothesis:

There is a statistically significant positive effect of transformational leadership on employees' organizational citizenship behavior.

Using the T-test to assess the relationship between transformational leadership and organizational citizenship behavior, the results (Table 19) showed a test statistic value of $T = 1.354$ with a significance level of $P = 0.176$, indicating no statistically significant positive effect. In other words, there is insufficient evidence in this sample to confirm that transformational leadership directly enhances employees' organizational citizenship behaviors. This may be due to the presence of mediating or moderating variables, such as the Tamoon relationship or the organizational culture, which might influence this effect.

Second Hypothesis:

There is a statistically significant positive effect of transformational leadership on employees' job satisfaction.

The T-test assessing the relationship between transformational leadership and job satisfaction, as shown in Table 19, revealed a T-value of 2.526 with a P-value of 0.012, indicating a statistically significant positive effect at the 0.05 level. This supports the second hypothesis of the study.

Table (19): T-Test Results for Direct Relationships Between Study Variables

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BH → AWR	0.790	0.794	0.038	20.955	0.000
BH → CIV	0.864	0.865	0.021	40.193	0.000
BH → PLT	0.789	0.791	0.036	21.957	0.000
BH → SPR	0.885	0.886	0.018	48.550	0.000
BH → TRS	0.852	0.854	0.027	31.603	0.000
TLD → BH	-0.158	-0.161	0.116	1.354	0.176
TLD → STS	0.234	0.235	0.093	2.526	0.012
TLD → TMN	0.726	0.728	0.042	17.130	0.000
TMN → BH	0.474	0.478	0.115	4.125	0.000
TMN → STS	0.358	0.363	0.086	4.149	0.000

Mediation Analysis

The mediation analysis aimed to determine whether the relationship between the independent variable (transformational leadership) and the dependent variable passes through a mediating variable, namely the Tamoon relationship.

Mediation tests measure the indirect effect, that is, the extent to which the independent variable influences the dependent variable through the mediator. This helps determine whether the relationship represents a statistically significant mediating effect.

The Bootstrap Method in SMARTPLS was used to test this indirect effect — a standard and accurate approach for analyzing complex models and assessing the strength and significance of mediation paths.

The results of the direct relationships between the study variables (Table 19) were compared with the mediating effects of the Tamoon relationship between transformational leadership and both organizational citizenship behavior and job satisfaction to test the third and fourth hypotheses, as shown in Table 20.

Third Hypothesis:

The Tamoon relationship mediates the relationship between transformational leadership and employees' organizational citizenship behavior.

Table (19) shows that the direct relationship between transformational leadership (TLD) and the Tamoon relationship (TMN) was strong and statistically significant ($T = 17.13$, $P < 0.000$). However, the direct relationship between transformational leadership and organizational citizenship behavior (BH) was not significant.

When testing the mediating role of the Tamoon relationship between transformational leadership and organizational citizenship behavior, a highly significant indirect relationship was found ($T = 3.786$, $p < 0.000$).

All dimensions of organizational citizenship behavior also showed statistically significant indirect correlations with transformational leadership through the Tamoon variable, as shown in Table (20).

This finding was further confirmed by the Bias-Corrected Confidence Interval test (Table 21), which reported highly significant results ($T = 9.054$, $P < 0.000$).

These results suggest that the Tamoon relationship serves as a significant mediator between transformational leadership and organizational citizenship behavior.

Although the direct relationship was not statistically significant, the indirect relationship was highly significant, thereby supporting the third hypothesis of the study model.

Table (20): Bootstrap Method Results for Mediation of Tamoon Relationship Between Transformational Leadership, Organizational Citizenship Behavior, and Job Satisfaction

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TLD → TMN → STS	0.260	0.265	0.067	3.857	0.000
TLD → TMN → BH → AWR	0.272	0.277	0.075	3.625	0.000
TLD → TMN → BH → CIV	0.297	0.302	0.078	3.815	0.000
TLD → TMN → BH → PLT	0.272	0.276	0.074	3.686	0.000
TLD → TMN → BH → SPR	0.305	0.309	0.081	3.764	0.000

TLD → TMN → BH	0.344	0.349	0.091	3.786	0.000			
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Table (21): Bias-Corrected Confidence Interval Analysis

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TLD → TMN → BH	0.529	0.537	0.058	9.054	0.000

Hypothesis 4: The *Tamoon* relationship mediates the relationship between transformational leadership style and employees' job satisfaction.

As shown in Table 19, a statistically significant direct relationship existed between transformational leadership (TDL) and job satisfaction (STS) ($T = 2.526$, $P < 0.05$). Using the mediation test for *Tamoon* (TMN) as a mediating variable between transformational leadership and job satisfaction, the relationship was highly significant ($T = 3.857$, $P < 0.000$), as presented in Table 20.

This indicates that the indirect effect of transformational leadership (TDL) on job satisfaction (STS) through the *Tamoon* relationship (TMN) was statistically significant and even strengthened the relationship, as the direct effect was significant at the 0.05 level. In comparison, the indirect effect was significant at the 0.000 level. The bias-corrected confidence interval test, shown in Table 21, further confirmed a highly significant effect ($T = 6.205$, $P < 0.000$).

This demonstrates that the *Tamoon* relationship significantly mediates the relationship between transformational leadership and job satisfaction, indicating a strong human connection between leaders and employees that tangibly enhances employees' feelings of satisfaction toward their work and workplace. This supports the fourth hypothesis of the study.

FINDINGS AND RECOMMENDATIONS

Findings:

Demographic data revealed a clear predominance of female participants, who represented 65.5% of the sample, while males accounted for 34.5%. Participation was higher among employees in the public sector (75.4%) compared to the private sector. Although these characteristics were not part of the study's main hypotheses, the analysis showed statistically significant differences by gender in both transformational leadership and *Tamoon* relationship variables, as well as differences by work sector in transformational leadership and by years of experience in the conscientiousness dimension and job satisfaction. However, these differences were not decisive in explaining the core relationships between the key variables.

Regarding the main variables, the findings revealed that transformational leadership was reflected through several influential behaviors, led by continuous encouragement and recognition of employees, which achieved a mean score of 4.02 with a standard deviation of 0.92. Other items also showed high scores, clearly reflecting employees' recognition of transformational leadership behaviors in the Qatari work environment.

For the *Tamoon* relationship variable, its most prominent aspect was employees' sense of appreciation and recognition from their leaders, with a mean score of 4.13 and a standard deviation of 0.844. Other indicators also showed high and consistent levels, confirming the deep emotional and professional bond between leaders and subordinates. This supports the notion that *Tamoon* is not merely an emotional relationship but also a central mechanism through which leadership influences organizational outcomes.

As for **organizational citizenship behavior**, the altruism dimension recorded the highest mean (4.503) with a standard deviation of (0.595), followed by politeness (4.427, 0.658), civility (4.27, 0.723), sportsmanship (4.22, 0.777), and conscientiousness (4.13, 0.763). This pattern reflects a mature level of organizational interaction among participants and confirms that the Qatari work environment exhibits a high level of voluntary individual initiatives and informal organizational behaviors.

Regarding **job satisfaction**, the highest indicator was employees' sense of belonging and pride toward their institution, with a mean of 4.2 and a standard deviation of 0.782, reflecting a high level of satisfaction linked to leadership style and organizational culture.

When testing the **first hypothesis**, which assumed a direct relationship between transformational leadership and organizational citizenship behavior, results showed that the relationship was not statistically significant ($T = 1.354$, $P = 0.176$). This means that transformational leadership alone is insufficient to explain this behavior. However, when introducing *Tamoon* as a mediating variable in the **third hypothesis**, the pattern of influence changed significantly. Results showed a powerful direct relationship between transformational leadership and

Tamoon ($T = 17.13$, $P < 0.000$), while the indirect relationship between leadership and citizenship behavior through *Tamoon* was also statistically significant ($T = 3.786$, $P < 0.000$). This represents a **full mediation effect**, where the direct relationship is not significant, but the indirect one is, confirming the validity of the mediation model and supporting the third hypothesis.

Regarding the **second hypothesis**, which measured the direct effect of transformational leadership on job satisfaction, results confirmed the hypothesis with clear statistical significance ($T = 2.526$, $P = 0.012$). This indicates that transformational leadership behaviors have a direct positive influence on enhancing feelings of satisfaction and belonging, without the need for a mediating variable.

As for the **fourth hypothesis**, which examined the effect of transformational leadership on job satisfaction with *Tamoon* as a mediating variable, mediation test results showed that the indirect relationship was statistically significant. This indicates that *Tamoon* enhances the effect without nullifying it, representing **partial mediation**.

In conclusion, transformational leadership does not always produce direct behavioral or emotional effects. However, it often requires activating the *Tamoon* relationship as an effective channel for transferring this influence to organizational citizenship behaviors. Meanwhile, its direct effects remain evident in terms of job satisfaction. This distinction in influence patterns underscores the importance of cultivating participatory and emotionally grounded organizational relationships in Qatari institutions, and supports the adoption of leadership approaches that prioritize empowerment and mutual respect as key motivators of employee performance.

RECOMMENDATIONS:

The study proposes several research and institutional directions to deepen the understanding and application of the relationship between transformational leadership, the *Tamoon* relationship, and employee behaviors.

At the research level, future studies are recommended to:

1. Analyze the concept of *Tamoon* as an independent variable in leadership models to test its direct role in shaping the work climate and supporting organizational commitment (Abosag & Ghauri, 2022).
2. Develop a standardized scientific scale to measure the *Tamoon* relationship in the Arab context, given its cultural specificity and its influence in the Gulf environment.
3. Link the *Tamoon* relationship with strategic organizational outcomes such as institutional creativity, job stability, and turnover rate to clarify its long-term impact.
4. Combine qualitative and quantitative approaches in studying *Tamoon* to understand its subtle emotional and cultural dimensions that may not be captured by quantitative methods alone.
5. Test new mediating variables such as organizational trust, distributive justice, and affective commitment to gain a deeper understanding of the mechanisms of transformational leadership influence.
6. Analyze the failure of the first hypothesis in different organizational contexts to identify cultural or managerial factors that may limit the impact of transformational leadership.
7. Explore the influence of demographic variables such as gender, years of experience, and work sector on the effectiveness of the *Tamoon* relationship and employee behaviors.

At the institutional level, the study recommends:

1. Implementing transformational leadership programs within administrative development policies through training focused on empowerment, motivation, creativity, and shared vision.
2. Integrating the concept of *Tamoon* into the institution's culture and human resources processes, making it part of performance evaluation, career guidance, and internal communication programs.
3. Promoting organizational citizenship behaviors through an environment that rewards cooperation, altruism, and individual initiative, linking them to incentives and promotions.
4. Designing internal evaluation tools to measure the depth of the leader–employee relationship, such as trust, respect, and communication surveys.
5. Reviewing the leadership style in the public sector to adopt a model that aligns with its organizational culture and focuses on empowering middle management.
6. Building belonging and job satisfaction programs that reflect the institution's concern for the individual within the collective, thereby enhancing loyalty and organizational stability.
7. Considering demographic differences when formulating motivation and training policies to ensure fairness and organizational effectiveness.

The study concludes that transformational leadership plays a critical role in improving organizational citizenship behavior and job satisfaction, and that strengthening the *Tamoon* relationship between leaders and employees contributes to enhancing efficiency and productivity, reinforcing values of altruism, sportsmanship, and civility, which positively reflect on performance quality and organizational stability, helping institutions achieve global competitiveness.

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