The Mediating Effect of Leadership Style in Relationship of Employee Motivation towards Employee Performance for Production Media in Oman

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ABSTRACT: Leadership and the different associated styles have an immense impact on how employees perform and grow through motivation. This research aims to explore the leadership style, mediate the relationship between employee motivation towards employee performance in Oman production media. In this descriptive study, the goal has been to discover the pattern of cause and effect, which can predict phenomenon. The area of study focuses on the non-managerial employees in Oman's production media industry (audio & video production). The estimation for data collection from this study is 312. The relationship between the variables was investigated by PLS-SEM. According to the findings, all proposed hypothesis significantly accepted. Academically, this study contributes to the knowledge on employee performance by providing empirical evidence that to improve the performance of the Oman's production media industry. In conclusion, the study framework can be used by adapting the variables that would measure improvement and success of then employee performance.

KEYWORDS: Employee Motivation, Employee Performance, Leadership Style, Oman's production media industry

1. INTRODUCTION

Production media industry in the Sultanate of Oman are working in response to global trends such as increased competition among corporations, particularly in TV and radio, as well as severe local competition. These factors have the greatest impact on production media industry in the Sultanate of Oman. Consequently, there is an urgent need for these companies to work in an environment that distinguishes them to ensure their survival and growth within the circle of competition by improving overall performance and the performance of its employees in particular to achieve high levels of performance management of individuals (Madbouly, Wakeel, & Shrivastava, 2020).

The employee is an essential part of the organisation. Employee performance determines whether the organisation succeeds or fails (Listiningrum, Wisetsri, & Boussanlegue, 2020). Performance is defined as the outcome of skilled workers in given settings. The performance is anything that has been prepared, or things that have been formed and offered by a group of individuals. When an employee is satisfied with his or her job, his or her performance improves and he or she executes duties more effectively (Ahmad et al., 2014). Günay (2018) defines performance as "the result of working efficiently with significant obligations for an organisation without violating any legislation or organisational goals." As a result, firms are investing significantly in employee development. Employee performance includes output quality and quantity, presence at work, accommodating and helpful demeanour, and production punctuality (Yuan, Nguyen, & Vu, 2018). According to research, various organisational characteristics have a substantial impact on employee performance (Awan, Habib, Shoaib Akhtar, & Naveed, 2020). It is critical to determine which aspects are important to employees (Saadouli & Maryam Yousuf Obaid Al-Khanbashi, 2020).

Employees are valuable assets to any firm, whether for profit or not. However, enhancing employee performance is a difficult topic with many interconnected variables. To provide a more manageable knowledge of the problem, research has focused on a few main areas of interest (Bhaskar, 2020). Employees must be given the assistance they require in order to remain with the firm. Otherwise, this will result in excessive employee turnover, which could jeopardise the organization's performance (Farrukh, Kalimuthuan, & Farrukh, 2019). To comprehend what elements influence employee performance in the Sultanate of Oman and the GCC in general (Saadouli & Al-Khanbashi, 2021; Saadouli & Al-Khanbashi, 2020). According to an Oman study, employees who are unable to obtain the necessary learning process for them to grow and learn new things will be more likely to leave the firm in search of a better one (Jalagat et al., 2017). Many factors influence employee performance, including contentment, motivation,

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stress, leadership, organisational commitment, corporate culture, and so on. As a result, correct usage or analysis of employee antecedents can result in improved employee performance (Nguyen, Yandi, & Mahaputra, 2020).

Leadership style is regarded as the most essential topic in management, particularly in terms of employee performance (Nasab & Afshari, 2019). Effective leadership is the most crucial pillar of an organisation, as it motivates individuals to achieve high levels of performance, which leads to the organization's success. In the face of new problems, effective leadership behaviour can increase and facilitate organisational performance (Sawaneh & Kamara, 2019). Individual attributes, methods of influencing others, habits, relationships, organisational positions, and ideas of lawful influence are all part of the definition of leadership (Clifton, 2017). Effective executives cultivate, build, and preserve a business culture, hence increasing employee productivity and performance (Yahaya & Ebrahim, 2016). The study also revealed that leaders take great effort to engage all team members in talks and are able to operate with a small but highly motivated group (Gandolfi, Stone, & Stone, 2018). A substantial focus has been placed on the value of leadership and the extent to which leaders are true to themselves (Krajcsák, 2019). This is a result of the growing interest among scholars and practitioners in studying an effective leadership method to solve this issue.

However, it is critical for organisational leaders to grasp not just the need of understanding the concept of motivation affects on employees, but also how to encourage people (Shin & Grant, 2019). Motivation is primarily meant to promote behaviour modification. It is a force that enables a person to act toward a certain objective (Jordan et al., 2019). According to research, motivated individuals are more oriented toward autonomy and independence and are more self-driven than less motivated employees, leading to more promotion opportunities (Sari, Aliyu, & Ahmad, 2017). Similarly, motivated workers are more devoted to their employment and work than less-motivated employees (Bachri et al., 2021; Hidayat, & Latief, 2018). Any organization's success depends on employee motivation more than any other variable. According to Alzahrani, Johnson, and Altamimi (2018), employee motivation research has gone unnoticed, so increasing employee motivation is necessary to increase the effect of employee performance in an organisation where compliance with leadership support needs to increase employee-to-employer relationship. An investigation was undertaken to investigate the relationship between employee motivation and employee performance, and the result was that if people are more motivated, their performance will increase (Abdi Mohamud, Ibrahim, & Hussein, 2017).

There was a lack of attention given to employees with different levels of experience, which shows employee motivation at work with the presences of leadership style. Despite the recent surge of interest, the understanding of leadership style between the relationship employee motivation towards employee performance remains limited, and several questions remain unanswered in the literature (Almawali, Hafit, & Hassan, 2021; AlUbaidi, AlLawati, AlZadjali, AlBalushi, & Porkodi, 2020; Paais, & Pattiruhu, 2020; Rondi, Überbacher, von Schlenk- Barnsdorf, De Massis, & Hülsbeck, 2022).

Moreover, there are several types of leadership styles such as transformational leadership, transactional leadership, autocratic leadership, democratic leadership, participative leadership and others. The leadership styles chosen for this study are Transformational and Transactional. The reason behind choosing these leadership styles is the fact that they are the most practiced leadership styles throughout the globe, and if any new ideology is developed through the research, it can improve these leadership styles further and bring further success to organizations. Past research, historical data, books in the library, catalogues, databases, Internet, were widely accessed to arrive at the gaps in the literature. The intensive review of the literature reveals that there is no dearth of researches focused on the subject of employee motivation and leadership style. However, in the Oman corporate sector, there are very limited studies on the impact of leadership style.

According to the literature, the understanding of leadership style between relationship of employee motivation for employee performance remains limited, the majority of studies have focused on the direct influence of leadership style in developed countries. Nonetheless, in Oman, a variety of studies on leadership style were performed in the contexts of insurance firms, SMEs, and banking sector. Additional research is clearly needed to determine how and why leadership style is important, in in Oman production media.

This study investigates the connection from a unique perspective by conducting it from the perspective of leadership style. The findings of this study will assist managers in the Oman production media industry in better understanding the managerial position in employee motivation, and will guide them in potential efforts to improve employee performance in their organisations. As a data gathering technique, this study will employ a quantitative way to examine correlations. As a result, the quantitative research technique is appropriate for this study because it necessitates hypothesis tests, statistical tests, variables, numerical data, and measurements of validity or reliability.

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2. EMPLOYEE PERFORMANCE

Performance is a person's total outcome in carrying out duties over a specified time period, such as standard results work, targets, or targets of previously agreed upon established criteria (Sagala & Rivai, 2013). According to Suwatno and Priansa (2014), performance is the outcome attained by a person in regard to work, behaviour, and actions within a given time frame. In some respects, performance is a result of a person's work in carrying out the responsibilities allocated to him and how much they can offer to the organisation. Performance also refers to the outcomes obtained by a person in an organisation, both statistically and qualitatively, in accordance with the obligations allocated to him. Individual employee performance is determined by a range of elements, including abilities, motivation, assistance received, the presence of the task they do, rewards or incentives, their relationship with the organisation, and many others. The performance of an organisation or firm is increasingly dependent on the performance of its individual workers. There are several methods to consider the type of performance that employees require for an organisation to be successful, including three elements: productivity, quality, and service. According to Wibowo (2017), performance can be regarded as a process or as a product of labour. The process of doing work in order to attain work results is referred to as performance. Employee performance is more than just data for the organization's promotion and wage determination. Organizations, on the other hand, can avoid a dip in performance by motivating employee and devising a plan to fix it.

In order for an organisation to calculate salary, provide promotions, and monitor employee conduct, it is necessary to evaluate employee performance with the intention of providing a great chance to top workers' career ambitions in terms of strengths and weaknesses. Evaluation of performance is also known as performance grading and performance appraisal. Suherman (2021) defines evaluation performance as "the process of analysing personality traits, work behaviour, and the job of a worker or employee (workers and employees), which is employed as a consideration in decision-making for employment-related activities." Performance is derived from the terms employee performance and is also known as actual performance, performance of employees, and an employee's actual accomplishment. Additionally, performance is defined as the degree to which an employee meets the set requirements (Bachri et al., 2021). Moreover, three elements affect this performance: effort, ability, and direction (Bachri et al., 2021). Effort relates to a person's devotion in work, or how much effort they exert to complete a task. Aptitude refers to a person's proficiency or competency in a given work area. Direction, on the other hand, refers to a leader's capacity to direct subordinates to accomplish predetermined objectives.

Employee performance is the result or degree of success of an employee as a whole during a given period of time in relation to other aspects, such as the agreed-upon work standard, objective, or criterion. Performance is the degree to which an employee does his or her assigned tasks, which indicates how well the individual meets the job's specific requirements (Anjum, Ramzani, & Nazar, 2019). Various elements, such as employee happiness, motivation, stress, leadership, organisational commitment, corporate culture, and so on, influence employee performance. Therefore, correct utilisation or study of employee antecedents might lead to enhanced employee performance (Nguyen, Yandi, & Mahaputra, 2020).

On the basis of the above definition, it is simple to conclude that performance is the manner in which a person carries out his or her responsibilities and management in order to meet the predetermined goals and standards. Positions that pay well should be available to employees. According to Bachri et al. (2021), the following factors must be addressed in performance evaluation: 1) work quality, 2) work quantity, 3) responsibility, 4) initiative, 5) cooperation, and 6) obedience.

2.1 Employee Performance in Organizations

It is vital to keep track of the people who contribute to the formation and upkeep of a good organisation. Employee performance is a critical component of any organization's success formula. However, boosting employee performance is a difficult topic with many interconnected variables. To provide a more tractable knowledge of the problem, research has focused on a few main areas of interest (Bhaskar, 2020). Employees are valuable assets in any firm, whether for profit or not. Several experts emphasised the importance of employees in building a competitive advantage for the firm. Employees must be given the assistance they require in order for them to remain with the firm. Otherwise, this will result in excessive employee turnover, which may jeopardise the organization's performance (Farrukh, Kalimuthuan, & Farrukh, 2019).

An analysis of primary data obtained from a random sample of employees was carried out to determine what factors affect employee performance in the context of employment in the Sultanate of Oman and the GCC in general. According to the findings, the most critical component is technology, followed by leadership and organisational structure. Despite considerable efforts by these countries to construct more efficient and accountable public employment systems, the research findings provide some indication that the public employment landscape in the GCC area has not altered dramatically. This is a concern because the ability

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to provide work as a social welfare mechanism is becoming increasingly difficult as a result of diminishing oil revenues and a significant growth in the national labour force (Saadouli & Al-Khanbashi, 2021; Saadouli & Al-Khanbashi, 2020).

According to an Oman study, employees who are unable to obtain the necessary learning process for them to grow and learn new things are more likely to leave the firm in search of a better one. While it is vital for employees to bet at various job duties in order for them to learn and use current skills, employees don't pay much attention to their location and posting as long as they are learning and receiving the appropriate assistance as part of their career development (Jalagat et al., 2017).

The objective of Jalagat's (2017) study in Oman was to examine the relationship between occupational stress and employee performance. It defines occupational pressures as position uncertainty, underutilization of talents, and task overload. While analysing the impact of workplace stress on employee performance, the majority of replies were neither agree nor disagree. However, a large number of replies suggests that there is a high likelihood of consensus about the impact of stress on employee performance.

3. LEADERSHIP STYLE

Leadership is essential in organisational management. Individual characteristics, techniques of influencing others, habits, encounters, organisational roles, and legitimate influence beliefs are all characterised as leadership (Clifton, 2017). Leadership is the act of influencing or setting an example to followers via a communication process in order to accomplish corporate objectives. Leadership is the process of leading, directing, and influencing people's thoughts, emotions, behaviour, and activities in order to push them toward certain objectives. Leadership is required to achieve certain objectives (Mira & Odeh, 2019). Leadership is a process of social influence in which the leader seeks the willing participation of subordinates to achieve organisational goals. A leader is described as a person who delegated or encouraged others to act in order to achieve certain goals. Today's businesses need leaders who comprehend the complexity of a fast-changing global environment (Gandolfi, Stone, & Stone, 2018).

Leadership is the encouragement and direction of followers or subordinates to achieve common objectives by building a more authoritative, effective, directed, and controlled work environment (Abadiyah et al., 2020). Leadership is one of the abilities necessary for a business leader to manage the company (Bastari et al., 2020). Leadership is derived from the word "leading," which means "guide," and those who provide guidance are referred to as leaders (Bastari et al., 2020). Leadership is the capacity to influence, motivate, and empower people to contribute to the effectiveness and success of the company. This suggests that leadership is the capacity to influence, inspire, and empower others in order to contribute to the effectiveness and success of an organisation. Leadership is the process of persuading and motivating people to contribute to an organization's success. According to Ratnaningtyas et al. (2021), leadership is "a person's activity to influence individuals, groups, and organisations as a whole, with the ability to convince all members of groups and organisations to carry out activities or work to achieve group and organisational objectives."

According to Ivancevich (2008), leadership is the capacity to harness the power of an organization's environment or circumstance in order to have a major effect and environment impact on the accomplishment of challenging tasks. Leadership is the process of influencing people to act in order to accomplish certain goals (Shaturaev & Bekimbetova, 2021). A leader is usually required to influence the behaviour of one or more followers in a given situation. Robbins (2002) defines leadership as the power to influence the group's goals. According to Elqadri, Suci, and Chandra (2005), leadership is the power to control or persuade people or other civilizations toward a common goal. A leader, according to Priyono (2011), is someone who can persuade others to assist him accomplish his goals. Path The leadership goal theory (the theory of the destination route) discusses how the conduct of a leader affects the satisfaction and performance of subordinates. Evans (1970) first coined the word. Incorporate contextual elements into a more rigorous version of this idea. Several writers, such as Evans (1974), House and Dessler (1974), House and Mitchell (1975), and House (1974), elaborated on the notion. Elqadri, Suci, and Chandra (2015) describe leadership style as "the approach by which leaders influence others or subordinates such that the individual is willing to accept the leadership's ambition to accomplish organisational goals, even if it is personally unpopular."

According to Rifa, Sukidjo, and Efendi (2019), a leadership style is a skill that is utilised to exert a positive impact on others or to inspire them to collaborate in achieving certain objectives. Moreover, according to Pawirosumarto et al. (2017), a leader's style is a standard of behaviour that a person utilises while seeking to influence the behaviour of others, and it is commonly accepted that each leader employs unique patterns to stimulate, develop, and direct the potential of his followers. Thus, a leadership style may be utilised to direct or influence people by effectively and efficiently mobilising available resources throughout the management process to reach the desired goals. Kalangi et al. (2021) define leadership style as the way in which leaders engage with their subordinates. According to Sagala and Rivai (2013), a leader's leadership style is a combination of traits utilised to influence subordinates in order to accomplish organisational goals. Style of leadership may also be described as a leader's preferred and

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most frequently employed patterns of behaviour and strategies. Susita et al. (2020) describe leadership as the process of influencing others and aiding individual and community efforts to attain shared objectives.

According to Kalangi et al. (2021), leadership style relates to how leaders engage with subordinates. According to Sagala and Rivai (2013), leadership style is a collection of attributes used by leaders to influence subordinates in order to accomplish organisational objectives, or it may be defined as a pattern of behaviour and approaches that a leader prefers and utilises regularly. Susita et al. (2020) define leadership as the process of influencing others and supporting individual and community efforts to achieve shared goals. There are two types of leadership: (1) formal leadership, which is exercised by individuals chosen or elected to positions of official authority within an organisation, and (2) informal leadership, which is exercised by those who become popular due to their unique qualities that meet the needs of others. Attempts to analyse the leader's success or failure are done in part by monitoring and recording the features and characteristics of his behaviour, which serve as the criteria for assessing his leadership. A leader must have 1) physical and mental energy, 2) comprehension of purpose and direction, 3) excitement, 4) friendliness and affection, 5) integrity (wholeness, honesty, and sincerity), 6) technical mastery, 7) assertiveness in decision making, 8) intelligence, 9) teaching ability, and 10) faith. Based on the preceding conceptual explanation, it is possible to infer that leadership style is a leader's preferred and habitual pattern of behaviour and approach, which comprises of 1) attributes, 2) habits, 3) temperament, 4) character, and 5) personality.

Scholars have studied diverse leadership styles and their effects on organisational and people performance throughout the prior decades. Transformational leadership and transactional leadership are two examples of these leadership styles (Agarwal et al., 2021; Zhang, Nahrgang, Ashford, & DeRue, 2020). However, the essay does not address the destructive leadership style. Fiaz et al. (2017) also conducts research on the three basic types of leadership. The research discovered that autocratic leadership has a negative relationship with employee motivation, but democratic leadership has no good influence on employee motivation and laissez-faire leadership has a favourable effect on employee motivation. Abodunde et al. (2017) identified five leadership styles: charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership. Today's organisations need a leadership style that is more customer-centric and responsive to the dynamic changes in business settings. Organizational leaders have significant challenges in adjusting to new leadership styles and paradigms while managing people from diverse origins (Santos et al., 2021). Furthermore, the long-term performance of leadership development programmes is dependent on an organisational culture that prioritises the development of future leaders as a long-term strategic goal (Simon, Dole, & Farragher, 2019). Subordinates like to work more effectively and productively when their superiors have a certain leadership style (Heyler & Martin, 2018). Because managers create their leadership styles via education, training, and experience, leadership style is the most significant part of the leadership process. As a consequence, leadership has become the most researched social phenomenon, and it is critical to the success of commercial and non-profit organisation operations (Alvesson & Einola, 2019). Numerous managers contribute to a certain leadership style, and leadership style has a significant influence on the organization's operations. Effective management will, among other things, raise productivity, motivate, boost morale, encourage personnel, and make a positive contribution to the organization. This study will look at two different types of leadership. These are transformational and transactional leadership styles.

3.1 Transformational Leadership Style

Transformational leadership is a style in which a leader collaborates with his or her teams to recognise the need for change and then develops a vision to drive that change. This is accomplished by their inspiring effect on their followers, and the change is accomplished in collaboration with their team members under their direction. Consequently, the majority of leaders today practise this style of leadership (Maamari & Saheb, 2018). Furthermore, the importance of recognising the characteristics that a transformational leader may offer to an organisation is clearly obvious, given that they are relatively powerful and flexible in a range of scenarios. Those who manage a group of workers may also share a collective consciousness, participate in self-management, and act as an inspiration to their followers (Pawar, 2019). Furthermore, transformational leaders often employ inspiration and motivation to push their followers both internally and publicly, as well as to clearly convey any future expectations (Amirullah, 2018).

According to prior researcher Bass and Bass Bernard (1985), the behaviour of a transformational leader stems from the leader's own beliefs and ideals and motivates subordinates to go above and beyond the call of duty. Transformational leadership is focused on developing followers and being mindful of their needs. Transformational leaders are mainly concerned with enhancing their workers' whole value system, which includes the development of skills, motivation, and morality (Ebrahim, 2018). Subordinates have entire trust, devotion, and loyalty for their superior under a transformative leader. Furthermore, they are motivated to outperform the initial expectations set upon them. The transformational leader then motivates subordinates by emphasising the

importance of work results, encouraging people to look beyond their personal self-interest for the sake of the organisation, and stimulating their higher-order needs.

According to Conger and Kanungo (1998), charismatic/transformational leaders convey visions to generate new ideas and possibilities for the future during times of crisis and transition, often resulting in the establishment of new strategic routes. These goals involve exceedingly complicated strategic ideas. This assumes that transformative leaders would explain strategic aims that enable followers to see risk as having some good possibilities while also proposing a more optimistic vision of the future. Its strategic approach and aims should prioritise the potential benefits of change above the costs to its followers (Conger & Kanungo, 1998).

3.2 Transactional Leadership Style

Transactional leaders are those that are continually willing to deliver something in return, such as a pay rise, promotion, greater responsibility, performance evaluations, and perk packages. The primary issue with this sort of leadership is the expectation. Longe (2014) discovered that transactional leadership has a favourable influence on organisational performance. According to Longe (2014), transactional leadership contributes to the creation and maintenance of an atmosphere in which organisational and human skills are maximised, since workers are always able to get both tangible and intangible rewards. This leadership style primarily results in the formation of an optimal performance environment and a clearly expressed vision, which contributes to the success of the organisation as a whole (Longe, 2014).

The performance of employees is affected by transactional leadership. This is congruent with the exchange relationship under transactional leadership, in which the subordinate is expected to supply a performance to the leader, in the form of a transaction, while the employer offers both abstract and real benefits (trust, commitment, and respect). This might be regarded a fee or a payment (Alkipsy & Raju, 2019). Rasool (2015) explore the influence of transactional leadership on employee performance and find that transactional leadership has a positive and significant impact on employee performance.

A transactional leader motivates subordinates by compensating them for their efforts. This leader specifies the objectives of subordinates and gives contingent prizes as inducements to achieve the goals. One could argue that transactional leaders have the most impact on patrol officers' productivity, such as the number of apprehensions, reports, or citations, because supervisors can set clear quantitative goals that are easily measured. Leadership behaviours that prioritise telling or controlling would be classed as transactional leadership since incentives and discipline are provided based on adherence or divergence from instructions.

4. EMPLOYEE MOTIVATION

To attain their goals and priorities, organisations rely on motivation. Motivation is one of the most essential ideas in human resource management, and it is particularly crucial for managers who steer the development of their subordinates toward meaningful goals. In general, motivation is defined as an intrinsic or extrinsic condition that drives and directs behaviour toward a certain aim (Asiedu, 2017).

Motivation is defined as an inner sensation that exerts pressure, resulting in an individual undertaking actions to achieve organisational goals if the organisation meets and satisfies the individual's needs and desires (Nduka, 2016). An employee's motivation is defined as a feeling that compels a person to act in a particular manner in order to fulfil his or her duties (Shao et al., 2019).

There are three varieties of inspiration. The first category comprises of an individual's inner power, which drives all actions (Bawa, 2017). Each individual made a concerted effort to have a positive influence on others by succeeding in their activities and acquiring and inspiring works. The second category consists of a person's preferred behaviour decision and their attitude, regardless of what motivates them. The fourth category is concerned with how individuals maintain their activities so that their behaviour is compatible with the expectations and goals they wish to achieve (Khan, Wajidi, & Alam, 2020).

Motivation is affected by attitudes and actions. This explains why individuals adopt a specific style of action to choose a target and what actually motivates them to behave in a certain way. Numerous studies study the same topics about motivation, such as why people participate in different activities and how they attain their goals (da Cruz Carvalho, Riana, & Soares, 2020). It is viewed as a dynamic topic influenced by a number of factors. Motivation is defined as an internal judgement of a person that is influenced by various interests and goals.

Extrinsic motivation, according to Yang (2008), includes financial incentives (salary, bonus, etc.), whereas intrinsic motivation includes non-financial rewards such as respect, stability, title, advancement, gratitude, praise, participation in decision-making, flexible working hours, relaxation capacity in the workplace, feedback, job design, social rights, and so on. Both external (extrinsic) and internal (intrinsic) factors may have an impact on employee morale (Asiedu, 2017).

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4.1 Intrinsic Motivation and Extrinsic Motivation

Intrinsic motivation is the pursuit of employee ties and affinities that contribute to the organization's engagement as their own interest. Extrinsic motivation consists of factors that influence the performance and motivation of an individual. Extrinsic motivators include money, incentives, evaluations, and help from supervisors and administrators. Motivation is a combination of internal and external forces that improve the desire to perform something useful. Human behaviour is driven by motivation so that it can achieve its goals effectively and efficiently. Motivating individuals means pushing or persuading them to perform or operate in a particular manner (Legault, 2020).

Motivation is a system that involves enthusiastic and long-term behaviours aimed at accomplishing objectives. Extrinsic motivation focuses on prizes, incentives, and promotions, but intrinsic motivation is based on peer recognition and the employee's loyalty to the company and its clients (Kuvaas, Buch, & Dysvik, 2018). It also has a good impact on job creation. Wages and incentives are examples of extrinsic influences that have a negative impact on intrinsic drive. A review indicated that intrinsic motivation is dependent on extrinsic incentive. Employee motivation has been examined for its efficacy through internal and external elements, causing a person to make his/her best effort to attain specified objectives and goals that influence employee motivation as employee performance (Legault, 2020).

4.2 Components of Intrinsic Motivation

Intrinsic motivation is driven by a curiosity or delight in the role itself, rather than by any external pressure (Aduo-Adjei, Emmanuel, & Forster, 2016). Intrinsic motivation is described as "performing an action for its intrinsic incentive rather than for particular separate results" and "doing something because it is intrinsically interesting or delightful" (Ryan & Deci, 2000b). In contrast to extrinsic limitations, intrinsic reasons include enjoyment, excitement, curiosity, invention, artistic value, and competition. The following are the literature-extracted intrinsic motivation sub-components.

Work Itself: Individual development and evolution improve the inherent variables of work, such as obligation and performance. Intrinsic issues such as duty and employee performance arise from the human capacity to advance and develop individually (Lee & Hidayat, 2018). According to Herzberg, the intrinsic variables of a profession include the job itself, obligation, and progress or accomplishment. Job complexity, freedom, and breadth of variation are used in the computation of the job itself as a projection of total performance (Rockmann & Ballinger, 2017).

Career Development: Career planning is a systematic, organised, and planned attempt to achieve the alignment between employee career needs and company expectations. Individuals in the market will undoubtedly provide the company with a competitive advantage. HR professionals must be able to identify emerging strategies that can potentially recruit extra knowledge employees to their organisation while also retaining present future employees (Albert, Roberts, & Harder, 2017). The programmes must align employee involvement with the company's vision and values and keep employees engaged so that its people become its competitive advantage. Career advancement is critical for both the organisation and the employee. It is mutually beneficial for both the organisation and the person because job progression provides all parties with valuable consequences. This improves the employee's employability both within and outside of the company. The organisation requires talented employee to maintain a sustainable competitive edge, and people require resources for job growth to improve their talents (Ng & Park, 2017).

4.3 Components of Extrinsic Motivation

Extrinsic motivation motivates remuneration, incentives, fringe benefits, transit services, hospital facilities, health and life care, and advantages such as paid vacation. Extrinsic motivation, on the other hand, Kim (2018) defines as "doing something because it leads to a separate consequence". Extrinsic motivation, on the other hand, is commonly defined as the desire to perform an action in order to gain favourable outcomes such as a reward or to avoid negative consequences such as a punishment. Extrinsic motivation is motivation that originates from outside of the workplace. Extrinsic incentive includes tangible factors such as pay and fringe benefits, welfare, advancement, service contracts, job atmosphere, and terms of service. The following extrinsic motivation subcomponents are collected from literature:

Co-workers Relationship: In general, the intimate interaction between employees is referred to as the relationship between co-workers based on two concepts: the relationship between representatives and participants and the relationship of co-workers (Lourens et al., 2022). A study is being undertaken on the relationship between co-worker relationships and employee performance in order to address concerns such as employee performance issues affecting employees working in foreign locations. The research demonstrated that substantial employee performance connected favourably with the relationship variables of the work community and co-workers (Abdel Maksoud et al., 2022).

4.4 Employee Motivation with Employee Performance

While some study has linked employee performance and employee motivation, the two have typically been studied separately (Putra et al., 2017). Putra et al. (2017) explored how employees in the sector viewed extrinsic and intrinsic motivation and how it influenced their job commitment using an extrinsic and intrinsic motivation model. According to the poll, both extrinsic and intrinsic motivational factors influenced employee work performance (Putra et al., 2017).

To the best of this study's knowledge, just a few papers have explored the link between job motivation and employee performance. Rich et al. (2010) studied a model in which both intrinsic motivation and employee performance were evaluated "vertically," that is, as mediators rather than two variables in a predictor-outcome relationship. This gives additional reason to investigate the link between internal and extrinsic job motivation and employee performance.

Recognizing the workplace as a place to fulfil various needs: external demands like money and status, as well as interior needs like fulfilment and personal challenge, is a fundamental notion underlying work motivation. This information strengthens the relationship between workers' incentive to work and the workplace or job itself, resulting in increased devotion and effort on the side of employees.

Nabi et al. (2017) examined the complete impact of motivation on employee performance and stated that it is about having the correct dosage of instruction, resources, direction, and motivation for your employee to keep them motivated to execute their work. The analysis method used in this study was a detailed survey employing a questionnaire. The SPSS technique of sampling was used to sample approximately 130 people from a selected demographic audience. The study determined that workplace morale had a significant impact on average employee performance. Another study on employee performance conducted in Kenya explains the various motivation theories; Abraham Maslow's hierarchy of needs, Hertzberg's two factor theories, and Adams' equity theory and discovered that motivation is critical for the productivity, profitability, and sustainability of any institution - as employees are its movers. Motivation is an ongoing endeavour by management for as long as the organisation survives (Twalib & Kariuki, 2020). Motivation causes a surge in employee performance to a higher level, and the beneficial effect gradually spreads to the company's shareholders. To boost employee job satisfaction, the organisation should focus mostly on the incentive and reward structure rather than the motivating session (Ali & Anwar, 2021).

Based on literature studies on internal and extrinsic motivation, can detect the presence of specified motivational elements with the goal of determining how the influence of these intrinsic and extrinsic motivational factors on employee performance is viewed. To begin, according to Giancola (2014), the general distinction between intrinsic and extrinsic motivation is that "intrinsic motivation is motivated by forces within the individual, whereas extrinsic motivation is driven by forces outside the person." Furthermore, according to Ryan and Deci (2000), intrinsic motivation refers to doing something for the sake of doing something rather than for a measured end, and extrinsic motivation refers to doing something for a measurable reason (Ryan & Deci, 2000). Using these concepts, will determine that the intrinsic variables in this analysis include relationships with subordinates and employee well-being, all of which are factors that are unique to the individual and may drive internal behaviour. Extrinsic considerations in this study include the workplace environment, preparation and career growth, pay, and corporate practises; all are forces that are common to the individual and may hamper motivation extrinsically. As previously said, because each of these variables has different dimensions, there may be some differences between them.

5. CONCEPTUAL FRAMEWORK

This study will check leadership style have a mediating effect between the relationship of employee motivation towards employee performance in telecom sector of Oman. Where leadership style (transformational, transactional, autocratic, democratic, and laissez-faire leadership styles) is a mediating variable, while employee motivation (work itself, career development, wages, rewards, working environment, co-workers' relationship) is an independent variable. Figure 1 below shows the proposed conceptual framework
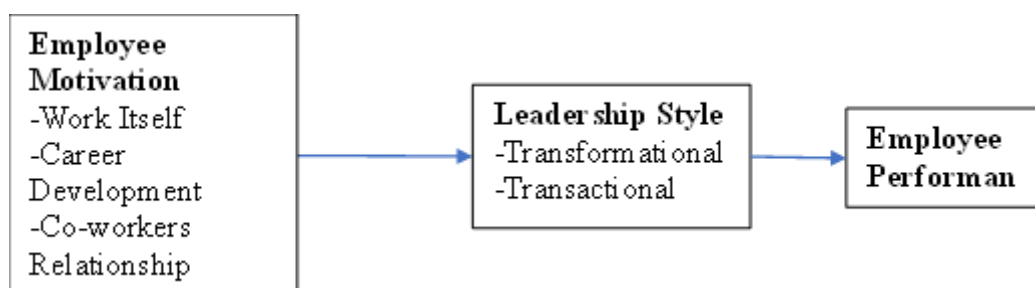

Figure 1: Proposed Conceptual Framework

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5.1 Research Hypothesis

The following research hypothesis will be evaluated through statistical analysis in this study:

Hypothesis 1: Employee motivation significantly influence the employee performance

Employee motivation is very important so that employee turnover and under-performance issues can be mitigated (Steers, Porter et al. 1996). If the labor force is poorly motivated, it can be costly to the organization because less motivated work force will result in frequent absenteeism, low morale, increased expenses, high staff turn-over and low productivity (Jobber and Lee 1994). Demotivation is an important factor that contributes to high turn-over (Waiyaki 2017). Researches have shown that despite of above average salaries, there is high turnover rate in some organizations. This points out to the fact that only monetary rewards and benefits do not contribute in motivating employees (Aguinis & Glavas 2012). Therefore, it was suggested that increasing salary is not enough to get better and increased employee's performance (Jones, George et al. 2013). Every employee needs individual motivation plan and managers must not follow one-size-fits-all approach to motivate the employees (Jones, George et al. 2013). Most of the researches have shown that motivated employees perform better but some researchers argue that not only motivation but skills, supplies and equipment also contribute in the increased performance (Certo 2003).

It is evidenced from a study Waiyaki (2017) that employees need motivation based on reward and recognition and their performance is hindered in absence of motivation. But results are based on one entity with small sample size of 50 however that puzzle needs to be resolved with further investigation. It is important to study employees' motivation and its effects on their performance in a different demographic environment and specific sectors. Employers must assess the motivation level of all employees based on nature of industry and work environment such as motivation of employees with or without risk of job security, health and safety requirements. Kuranchie-Mensah, Amponsah-Tawiah et al. (2016) discussed the issue in mining industry where work environment is risky and employees need motivation but more studies needed to investigate the motivation factor in other contexts such as job security and intrinsic motivation. It can be done in qualitative or quantitative design. This will help to identify the antecedents of motivation and what impact they may cause on work performance (Kuranchie-Mensah, Amponsah-Tawiah et al. 2016). Previously another study has studied that extrinsic rewards-performance relationship in comparison to intrinsic rewards-performance relationship. In this study a comparative analysis was done in three different industries however it was suggested that intrinsic and extrinsic motivation should be studied simultaneously (Kuvaas, Buch et al. 2018).

Hypothesis 2: Leadership style significantly influence the employee performance

Styles of leadership implemented by the leader in an organization significantly influence the relationship between the employee and the leader and also the efficiency of employees' performance (Jeremy et al., 2012). Hence, this reveals that the achievements or failure of an organization is dependent on implemented leadership attributes. Besides, Lewis & Gilman (2013) postulate that appropriate leadership styles raise employee performance, thereby, increasing the productivity of employees in various segments of economics. Rist (2020) added that prior covid-19, leaders concentrated mainly on strategic issues whereas, today on account of the existing pandemic, challenges are also inseparably associated to employees they lead. Hence, leaders during crisis should practice styles that demonstrate diligent care and empathy to employees in such times of uncertainty.

A substantial number of scholars have studied and presented evidence about different styles of leadership that any particular leader can adopt in order to influence1 employees to seek the highest level of commitment (Oladipo et al., 2016; Bogler, 2015). Consequently, these researches show the importance of leadership styles that stimulate employees to willingly exert effort to meet the organization's predetermined goals and objectives. Stimulation of employees is essential because human beings are motivated to join an organization not necessarily that they want to meet organizational goals but because they intend to meet leadership traits that are capable of influencing employees to accomplish or transcend organizational set goals. In support of the notion, Akpala (1998) added that lack of motivation, job dissatisfaction, and negative attitude at work are some of the factors that may cause a decline in employee efficiency which may lead to a reduction in company profits. Like manner, (Wolor et al., 2020) further states that due to current pandemic cultivating the development also supervision of subordinates remotely has become a great challenge to leadership. Therefore, the researcher made a thoughtful effort to identify the most appropriate styles of leadership that could encourage employees to become competent and committed to effectively escalating expected performance. It was considered prudent to engage a quantitative method for this study since the technique can fulfil the objective of the study by measuring statistically the relationship that exists between the variables.

Hypothesis 3: Employee motivation significantly influence the leadership style

Good and effective leadership will be able to increase employee motivation so that ultimately it will create job satisfaction. Raimonda et al. (2015) which shows that leadership has a positive effect on job satisfaction. Zhonghua et al. (2016) also found that leadership has a positive effect on job satisfaction. Profita et al (2017) show that leadership influences job satisfaction.

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Leadership and motivation are the two topics that have got a significant amount of attention in the past two decades especially in the management literature (Schaffer, 2008). When defining leadership, the term 'motivation' is always incorporated with leadership (Orozi Sougui et al., 2017). Leadership is the ability to influence and motivate others to get an effective result from the group they are involved in as members (Schaffer, 2008). So, it is understandable that without motivating the follower's leadership in an organization be successful. In simple terms, motivation is an effort of individuals. People who are motivated are willing to exhibit a high level of effort in their daily work. Their effort is conditioned by satisfying individual needs. However, if have we take an example of a newly joined employee in an organization and fairly old employee in an organization. The new employee could be high in motivation due to enthusiasm for work. But this new employee could be making mistakes in his work due to inexperience he possesses. But this would not be the same as related to a senior employee. They might be at a lower level of motivation compared to new recruitment. But with their experience, they could complete their day-to-day work without any complications. In that case, leaders should identify that motivation is one attribute for employee performance. But it is not all about employee motivation that contributes to employee performance. There are other factors like a person's ability to handle the task is also important.

Hypothesis 4: Leadership style mediating the relationship between employee motivation towards employee performance

Previous studies were conducted to investigate the influence of various factors that might contribute to employee motivation. Among these factors, leadership styles have been found to be significant predictors of employee motivation. The phenomenon of globalization has made the concept of leadership in organizations become a very vital issue especially in developing countries since a great amount of daily competition pressures small companies to compete not only locally but also with adjacent market competitors. As a result, companies need to develop their skills and the ability of their leaders to have a more compatible company in the global competition through the motivation of their employees as a mediating factor. One of the ways to have a compatible company is to be considered as a productive and high-performance company (Ozorhon et al., 2014). Many issues are playing a role in reaching that stage which a leader must deal with. Those elements are including organizational culture, employee empowerment, leaders' charisma, employee motivation and others that have a direct impact on employee satisfaction, effectiveness, and extra effort in which as crucial elements of performance.

Besides that, another issue strongly influences the performance is leadership style. It is because the role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. Leadership is one of the critical determinants associated with the success and failure of any organization. Leadership style is how people are directed and motivated by a leader to achieve organizational goals. Unfortunately, this element is not considered as important matters and some companies do not take account of the leadership style adopted by their managers. In current times, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, and others. This can cause severe consequences to the performance that may be due to the lack of effective leadership which can affect the organization's target.

6. METHODOLOGY

This study applied a quantitative research method. This study developed the hypothesis using a cross-sectional design, which may be applied in future studies (Bougie & Sekaran, 2019). The cross-sectional approach allows the researcher to study two or more variables at the end of a period, which is beneficial for identifying the variables' connection (Fife-Schaw, Breakwell, & Hammond, 1995). This form of study is often accomplished rapidly and inexpensively, and the researcher may concurrently enrol a large number of volunteers of diverse ages (Salkind, 2010). Furthermore, it seeks to analyse the mediating influence of both independent and dependent elements. This study is explanatory because it utilised statistical tests to validate the validity and reliability of the correlations between dependent and independent variables, as well as the mediating aspects that support the theoretical framework.

The population for this study is the non-managerial employees in Oman's production media industry (audio & video production). According to table 3.1, a total of 3724 non-managerial employee in the production media industry in Oman have been designated the target population (http://mediate-oman.com/). To generalise the study findings for 3724 people, 349 samples were determined for the proposed study using Raosoft (http://www.raosoft.com/samplesize.html).

The measurement items for the proposed study are modified from existing scales in the recognised literature. There were two sections to the survey questionnaire. Section-A comprises all demographic profile questions, while Section-B has questions for

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measuring independent, dependent, and mediating variables. A cover letter was attached to the questionnaire, along with a brief explanation regarding the goal of the research and the respondent's anonymity.

7. DATA ANALYSIS

The primary purpose of utilising demographic data was to ensure that the information acquired was accurate. The data was gathered from 312 respondents, with 82 percent of them being male and 18 percent of them being female. Following that, the majority of their age group (48 percent) is between the ages of 41 to 50 years old, with a qualification level Bachelor (44 percent). In Table 1, find more information about the results of the descriptive analysis tests for each of the variable that were studied. According to the data in the Table 1, the mean values of all the variables were between 2.9856 and 4.0024. As a result of the descriptive analysis, the standard deviation was found to range between 0.60898 and 1.05424.

In this study, PLS is used to test the study model and evaluate PLS-SEM analysis, as Hair et al. (2016) cited.

Table 1 also shows the reliability, also known as Cronbach's Alpha, for each variable. Overall, the reliability of all variables is high and have above than 0.70 standard that is advised by researchers (Nunnally & Bernstein, 1994; Cronbach & Shavelson, 2004). As a result, the questionnaire that was employed in this study is trustworthy.

Table 1: Results of Mean, Standard Deviation and Cronbach's Alpha

Variables	Mean	Std. Deviation	Cronbach's Alpha
Transformational Leadership Style	2.9856	.71534	0.979
Transactional Leadership Style	4.0024	.60800	0.934
Work Itself	3.4925	.97821	0.953
Career Development	3.4083	.82349	0.937
Co-workers Relationship	3.3301	.80072	0.914
Employee Performance	3.3077	.88412	0.940

7.1 Hypothesis Testing

The primary goal of Smart PLS is to reduce error or to maximise the variation explained in all dependent variables by a given amount of information. As a result of the structural model, it is possible to determine the size and significance level of route coefficients. It is necessary to do bootstrapping in order to evaluate the structural model in PLS-SEM. The hypotheses developed were evaluated using the Smart PLS, which shows the results of the bootstrapping technique, including the significance level, and t-statistics, after the procedure has been completed. Table 2 presents the research hypotheses that analyzed in the structural model.

Table 2: Hypothesis Results

Hypotheses	Relationship	T- Statistics	P-Value	Results	Smart PLS Design
H1	EM → EP	4.660	0.000	Accept	
H2	LS → EP	4.197	0.000	Accept	

H3	EM → LS	8.471	0.000	Accept	
H4	EM → EP LS → EP EM → LS	4.660 4.197 8.471	0.000 0.000 0.000	Accept	

P-Value < 0.001, P-Value < 0.01, P-Value < 0.05

Note: Employee Motivation (EM), Leadership Style (LS), Employee Performance (EP).

The research showed a statistically positive relationship between employee motivation towards leadership style and employee performance, thus validating the hypothesis. The P-value shows that the relationship is statistically significant, implying that the study hypothesis is accepted. On the other hand, the research showed a statistically positive relationship between leadership styles and employee performance, thus validating the hypothesis. The P-value shows that the relationship is statistically significant, implying that the study hypothesis is accepted. Finally for mediation analysis, the research showed a statistically positive mediated relationship between employee motivation and employee performance, thus validating the hypothesis. The P-value shows that the relationship is statistically significant, implying that the study hypothesis is accepted.

Based on the results of this study, conclusions can be drawn for the whole research work. The results of the study show that all proposed hypothesis accepted at significant level value is less than 0.05. Early studies found that motivation was a better motivator to improve employees' work performance, but recent studies revealed different results. Some studies have argued that today motivation works best for tasks that are complicated and require higher cognitive skills. Conversely, motivation works best for tasks that are simple, straightforward, and do not require high level of cognitive skills, such as tasks in the food service industry. However, the results of this study showed that motivation had significant impacts on performance of employees.

This study can further conclude that employees must feel psychologically safe and comfortable at work in order to be able to openly communicate with their co-workers and superiors. This open communication in turn will lead to meaningful interactions and connections, and the development of personal relationships. Despite the perceived importance of personal relationships on employee engagement, in order to feel psychologically safe at work it is also necessary for managers to clearly outline the professional expectations they have on employees and the abilities and boundaries that each employee has. This will decrease ambiguity, increase creativity and decision making, and ultimately it was perceived that clarity increases engagement levels in employees. Regarding the motivational factors, this study can conclude from findings that leadership style that they undoubtedly have a positive influence on employee performance and without them employees most likely would not be engaged.

8. CONCLUSION

This study is considered to be one of the very few studies conducted to improve employee performance in Oman production media. The contributions from this study include a novel concept of validated research framework. This study significantly contributes to the knowledge and practice of management through highlighting the determinants of employee performance. The study highlights the importance and positive contribution of different factors towards employee performance.

The findings obtained from the present study provide several useful practical implications for managers and researchers in different industries but specifically the education industry. The findings of this study have important implications for managers in terms of the relations with employees. Psychological top management support has been linked to many important attitudinal outcomes in addition to motivation and behavioural outcomes.

Furthermore, employees are the most important resource of any given organization and it is not only right but also legally and morally corrected to pay workers fairly. Commensurate to their performance, experience and qualifications, employees should be well compensated. This will enhance employee performance and consequently productivity and profitability are archived. The media industry needs to ensure fairness should be in terms of in relation to what job one is doing as well as their level of skill and

education. Equity relates to what one gets compared to colleagues in similar roles either within the same organization or those doing similar jobs in other organizations in the same sector.

Managers should also work to establish employee perceptions of supportive, trustworthy relations with their employees. Specifically, it is important for managers to encourage employees to solve work-related problems, develop new skills, treat employees fairly, be consistent in their actions, demonstrate integrity between their words and actions, use open communication and demonstrate genuine concern for employees.

Lastly, the study results identified effective leadership style in the Oman production media. This knowledge enables managers and leaders to enhance their leadership style, consequently, drive positive social change. The results of this study might affect social change by revealing leadership style that will lead managers to improve employee motivation in the Oman production media. Motivated employees could be inspired to effect social change through various mediums within their communities and their organizations. Private organizations' leaders who practice leadership style with their employees will actively improve employee motivation in different measures.

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