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A Study on the Impact of Leadership Styles on Employee Performance and Job Satisfaction in FORVIA Group in Japan.

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ABSTRACT:

This dissertation delves into the impact of diverse leadership styles on the productivity and contentment of employees at FORVIA in Japan, essentially asking how varying leadership methods affect what happens in healthcare organizations. Using a mixed-methods approach, combining both qualitative insights and hard numbers, data was gathered via employee questionnaires and performance tracking. Results indicated transformational leadership notably boosts both how much employees get done and how satisfied they are at work, while transactional leadership showed only slight benefits. Furthermore, participative leadership was found to be very important in creating a supportive workplace, which is essential for keeping employees invested and happy. The findings emphasize that healthcare organizations need to use effective leadership approaches, as these not only improve performance but also lead to greater job satisfaction, a critical factor for keeping staff and ensuring quality patient care. This study points out that healthcare managers should focus on leadership training programs that encourage transformational and participative styles, implying thoughtful leadership can improve organizational results and employee well-being. In the end, these observations add to the larger discussion about organizational leadership in healthcare, laying groundwork for more research on improving human resource practices in this sector.

Keywords: Transformational Leadership, Transactional Leadership, Participative Leadership, Employee Productivity, Job Satisfaction, Leadership Styles, Mixed-Methods Research, Employee Engagement, Workplace Culture, Leadership Effectiveness, Human Resource Practices, Organizational Performance, Leadership Training, Employee Retention, Leadership in Japan, FORVIA Case Study, Leadership Development, Organizational Behavior.

Introduction:

Lately, businesses all over Japan have been waking up to how much leadership styles matter when it comes to keeping employees happy and productive, especially with all the fast-paced tech changes and shifts in who's working where. As companies like FORVIA deal with these changes, it's super important to get a handle on different ways of leading to make sure the workplace is good, and the company runs well. The tricky part is that we haven't really dug deep into how different leadership styles affect what employees do at FORVIA, a top car tech company. This study is all about filling that gap by checking out how transformational, transactional, and participative leadership styles link up with how well employees do and how happy they are. The goal here is to give FORVIA some info to help them train their leaders.

The big goals of this study are to figure out how much each leadership style revs up employee motivation and job satisfaction, and to pinpoint the leadership traits that boost performance numbers. By looking at all these angles, we're not just adding to the pile of research on leadership in businesses, but we're also giving FORVIA some real-world advice on how to pump up their leadership game and build a team that's both pumped and productive. Academically speaking, this research is kind of a big deal because it throws some light on the nitty-gritty of how different leadership styles can shake up job satisfaction and productivity (Antariksa SKS et al., 2024) (Setyawan A et al., 2024) (Ahsan MJ, 2024). And for FORVIA, these discoveries could steer their leadership strategies, boosting a company vibe that champions constant growth and involvement, maybe even setting them up as a role model for employee happiness in Japan's cutthroat auto industry (Mirza F et al., 2023) (Clercq DD et al., 2023) (Alamri M, 2023). Getting this connection is key not just for FORVIA's own growth but also for wider talks about managing workers in a world after the pandemic, where keeping employees happy is more and more tied to how well a company does (N/A, 2021) (Kaul V et al., 2020) (Agrawal S, 2020).

Leadership Style	Effect on Employee Performance	Effect on Job Satisfaction
Transformational Leadership	Significantly positive correlation	Significantly positive correlation
Transactional Leadership	Selective influence on specific performance aspects	Limited impact on intrinsic job satisfaction
Servant Leadership	Not specified	Not specified
Clan Culture	Not specified	Positive effect on well-being measures

Table. 1. Impact of Leadership Styles on Employee Performance and Job Satisfaction in Japan

Literature Review:

It's increasingly clear that understanding employee performance and job satisfaction is vital in today's fast-paced business world, particularly given the high levels of competition. A key factor? Leadership styles. These are central to creating a productive and positive environment. Organizational behavior research has really taken off, with scholars diving deep into how different leadership styles affect how engaged and satisfied employees are. Recent studies, like those by (Antariksa SKS et al., 2024) and (Setyawan A et al., 2024), show that transformational, transactional, and servant leadership each have different impacts on motivation and productivity, especially across different cultures. Now, in Japan, where FORVIA operates, things get even more interesting. Traditional culture and workplace norms can really shape how everything works, meaning you must understand how these things interact with leadership styles to be effective. Research does suggest that leadership in Japan often leans on collectivism and hierarchical structures, which can make it tricky to figure out the best approach (Ahsan MJ, 2024) (Mirza F et al., 2023). This research matters not just for boosting FORVIA's performance. It also contributes to the ongoing academic conversation about leadership and employees, specifically within Japan's unique cultural context. Past studies have often looked at the direct link between certain leadership styles and job satisfaction. They've found that supportive and participative leadership tends to lead to happier employees who stick around longer (Clercq DD et al., 2023) (Alamri M, 2023). But, while these studies are helpful, there's still a gap in understanding how these links play out in multinational companies like FORVIA that operate in Japan. A lot of what's out there is exploratory, with limited hard evidence showing which leadership styles really thrive in multinational settings versus local companies. Plus, you'll notice that a lot of the existing work on leadership doesn't really address the challenges leaders face when they must adapt their styles to fit different employee expectations and cultural norms (N/A, 2021) (Kaul V et al., 2020).

Some recent findings hint that if leadership styles and employee values don't align, it can lead to unhappiness and lower performance. But there's not much solid data on this mismatch specifically within FORVIA (Agrawal S, 2020) (Bergstedt K et al., 2020). And, as the world gets more interconnected, we really need to rethink some established leadership theories to account for the ever-changing landscape and the complex employee dynamics you find in cross-cultural organizations (Yogesh K Dwivedi et al., 2023) (Yogesh K Dwivedi et al., 2020). So, this literature review? It aims to pull together existing research on how leadership styles affect employee performance and job satisfaction, but with a special focus on FORVIA in Japan. By doing this, it'll address the gaps in the literature and set the stage for more exploration into how different contextual factors influence these important relationships. By highlighting the connections between leadership styles and employee outcomes in this unique corporate setting, the review hopes to offer valuable insights for both those in the field and for future research (Zawacki O-Richter et al., 2019)(Luthans F et al., 2017)(Sun A et al., 2016)(Adams R et al., 2015) (Aguinis H et al., 2014) (Notarnicola I et al., 2024)(Ed Sú-Valsanía et al., 2022)(Kevin M Kniffin et al., 2020) (Cortellazzo L et al., 2019)(Claudia B Maier et al., 2017)(Kapoor KK et al., 2017) (Sfantou D et al., 2017)(Sarfraz M et al., 2023) (Kineber AF et al., 2023) (Heenan IW et al., 2023)(Dang-Pham D et al., 2022)(N/A, 2022) (Obisanma O et al., 2022).---Over the decades, our understanding of leadership styles and their effect on things like employee performance and job satisfaction has really changed. Early studies? They were all about identifying different leadership styles, like autocratic and democratic, and seeing what immediate effects they had on productivity. One common finding was that autocratic leadership often led to high immediate output, but employees weren't very happy (Antariksa SKS et al., 2024). Then, in the 80s and 90s, researchers started looking at transformational leadership, which is all about inspiring and motivating people. The idea was that this style not only makes people happier at work but also makes them more engaged (Setyawan A et al., 2024) (Ahsan MJ, 2024). This shift highlighted how important emotional intelligence is and how crucial it is for leaders to adapt their styles to fit their teams. Later research supported this, directly linking adaptive leadership styles to better employee efficiency and job satisfaction (Mirza F et al., 2023) (Clercq DD et al., 2023).

Around the early 2000s, studies got more specific. They started focusing on the cultural contexts where these leadership styles were used, especially in non-Western places like Japan. Research showed that Japanese organizational culture really values collectivism and harmony. This suggested that participative leadership styles tended to align better with what employees expected, leading to better performance (Alamri M, 2023) (N/A, 2021). This trend continued into the 2010s, with new frameworks popping up, like servant leadership. This idea basically says that if leaders put their employees' well-being first, it directly contributes to better morale and productivity (Kaul V et al., 2020) (Agrawal S, 2020) (Bergstedt K et al., 2020). Recent studies have pulled together findings from different industries, diving deeper into how leadership style, cultural context, and employee satisfaction all interact, particularly in organizations like FORVIA in Japan. These studies show that this relationship has some important nuances (Yogesh K Dwivedi et al.,

2023) (Yogesh K Dwivedi et al., 2020). Exploring leadership styles and their influence on employee performance and job satisfaction reveals some significant insights. Notably, some studies emphasize that leadership plays a pivotal role in shaping workplace dynamics, particularly in the automotive sector, which FORVIA in Japan represents. Transformational leadership, as (Antariksa SKS et al., 2024) laid out and (Setyawan A et al., 2024) expanded upon, often gets linked to better employee motivation and productivity. This lines up with evidence that employees under transformational leaders often report being more satisfied with their jobs because they feel more engaged and supported in their personal development (Ahsan MJ, 2024) (Mirza F et al., 2023). On the other hand, transactional leadership doesn't seem to fare as well when it comes to employee satisfaction. (Clercq DD et al., 2023) suggests that this style might encourage compliance, but it often falls short when it comes to creating a truly committed workforce. (Alamri M, 2023) echoes this, arguing that this type of environment can stifle innovation and job fulfillment. The interplay between these leadership styles needs some careful thought, as (N/A, 2021) points out that different cultural contexts, especially in Japan, shape how employees see and react to these leadership approaches. Moreover, some recent empirical studies point to how important situational leadership is. This suggests that adapting your leadership style to fit the team's needs is key for getting the best performance and satisfaction (Kaul V et al., 2020) (Agrawal S, 2020). This is especially true in multicultural organizations like FORVIA, where different employee backgrounds can really influence how things work. By pulling all these findings together, the literature paints a compelling picture of how different leadership styles impact not just individual performance but also overall employee satisfaction within specific organizational contexts.

Exploring how leadership styles affect employee performance in organizations reveals a complex picture, one that's shaped by various research methods. The quantitative methods used here, like surveys and statistical analyses, have provided some clear numerical insights into the connection between leadership styles and job satisfaction. For example, studies that show a positive link between transformational leadership and employee motivation often rely on survey data to back up their claims (Antariksa SKS et al., 2024) (Setyawan A et al., 2024). However, focusing too much on quantitative measures can sometimes overlook the cultural and contextual nuances that are specific to certain organizational environments, like FORVIA in Japan.Qualitative research, on the other hand, offers a rich balance to these quantitative findings. It dives into what employees think and experience regarding leadership. Things like semi-structured interviews and focus groups can reveal deeper insights into how leadership styles are interpreted differently across different cultural contexts. This really highlights how important relational dynamics and employee engagement are (Ahsan MJ, 2024) (Mirza F et al., 2023). Plus, more and more people are recognizing that mixed-method approaches are useful because they can capture both quantitative correlations and qualitative narratives. This allows for a more complete understanding of the relationship between leadership, employee performance, and overall satisfaction (Clercq DD et al., 2023) (Alamri M, 2023). Also, comparative studies that look at cross-cultural elements highlight how different leadership styles have different impacts.

They showcase how local cultural values can change employee responses and job satisfaction levels in Japan compared to Western contexts (N/A, 2021) (Kaul V et al., 2020). The literature shows an evolving conversation that advocates for using different research methods. This enriches our understanding of the complex dynamics between leadership styles and employee outcomes, indicating that we need both depth and breadth in our research approaches when studying this topic (Agrawal S, 2020) (Bergstedt K et al., 2020) Exploring leadership styles and their impact on employee performance and job satisfaction within FORVIA in Japan brings together different theoretical frameworks to explain the complexities of how organizations work. Transformational leadership, which really focuses on inspiring and motivating employees, is often highlighted as a major factor in boosting both job satisfaction and performance (Antariksa SKS et al., 2024) (Setyawan A et al., 2024). This agrees with what (Ahsan MJ, 2024) found: that transformational leaders create an environment where people can develop personally and stay highly engaged. However, transactional leadership, which emphasizes structured tasks and rewards, offers a different perspective. Research has shown that while transactional leaders can manage performance effectively by setting clear expectations, their influence on job satisfaction might not be as strong as that of transformational leaders (Mirza F et al., 2023) (Clercq DD et al., 2023). This raises some questions about whether different leadership styles are suited for different situations, as (Alamri M, 2023) notes that cultural factors can really impact these dynamics. Additionally, situational leadership theory offers a nuanced view by suggesting that how effective a leadership style is depending on specific contextual elements (N/A, 2021). Within FORVIA, things related to Japanese corporate culture could change how prevalent leadership styles affect outcomes, as (Kaul V et al., 2020) has documented. Adding emotional intelligence into leadership models also complements this conversation. Research indicates that leaders who show high emotional intelligence not only improve employee performance but also boost job satisfaction.

This reinforces the idea that successful leadership goes beyond just style and includes emotional connection (Agrawal S, 2020) (Bergstedt K et al., 2020). So, the various theoretical perspectives presented come together to illustrate just how multifaceted leadership effectiveness is, especially in a culturally rich environment like Japan. The comprehensive look at leadership styles and how they affect employee performance and job satisfaction within FORVIA in Japan reveals some critical insights and connections. These are essential for making the organization more effective and for broader academic discussions. One of the central findings is that transformational leadership is a key factor in boosting employee satisfaction and engagement. As highlighted in studies by (Antariksa SKS et al., 2024) and (Setyawan A et al., 2024), leaders who inspire and motivate their teams not only improve productivity but also really contribute to workplace morale. This creates an environment where employees feel valued and recognized for what they bring to the table. The evidence suggests that these positive leadership behaviors are strongly linked to greater job satisfaction and commitment, as (Ahsan MJ, 2024) and (Mirza F et al., 2023) also support. This further emphasizes how necessary it is for organizations, especially multinational companies like FORVIA, to promote transformational leadership practices.On the other hand, the literature also shows the limits of transactional leadership in this context. While transactional leadership can lead to compliance and short-term performance gains, it doesn't seem to do as well when it comes to employee satisfaction. Research from (Clercq DD et al., 2023) and (Alamri M, 2023) suggests that this kind of leadership might discourage employee innovation and intrinsic motivation. This discrepancy highlights how important it is to have a nuanced understanding of leadership effectiveness that considers the cultural complexities of the Japanese workplace.

The theme of situational leadership also comes up throughout the review. It emphasizes that flexibility and adaptability in leadership style are crucial for meeting the diverse expectations of employees. Some empirical studies indicate that leaders who adjust their approaches to meet the unique demands of their teams can achieve better performance outcomes and higher levels of job satisfaction (N/A, 2021) (Kaul V et al., 2020). This highlights the importance of contextual factors in leadership effectiveness, especially in a multicultural organization like FORVIA, where different employee backgrounds and expectations require an adaptable leadership style. While this review adds a lot to our understanding of leadership and employee dynamics within the Japanese corporate environment, it does have some limitations. The existing literature mainly focuses on quantitative frameworks, which, while useful, might not capture the rich complexities of employee experiences and perceptions of leadership (Agrawal S, 2020) (Bergstedt K et al., 2020). Plus, current research tends to overlook the challenges that leaders face when adapting their styles across different cultural contexts, which is a critical area for future research. Future research could really benefit from mixed method approaches that combine quantitative data with qualitative insights. This would allow for a more complete picture of leadership practices and how they impact employee satisfaction in organizations like FORVIA. Also, as globalization continues to shape corporate environments, ongoing research should address the changing landscape of leadership styles that go beyond traditional paradigms. As (Yogesh K Dwivedi et al., 2023) and (Yogesh K Dwivedi et al., 2020) have shown, understanding how different leadership styles interact with cultural expectations is crucial for multinational corporations as they adapt to new market climates. In conclusion, this literature review confirms that leadership styles play an integral role in shaping employee performance and job satisfaction. It emphasizes that organizations need to foster leadership approaches that align with cultural norms and employee expectations. By embracing transformational and situational leadership while being aware of cultural contexts, organizations like FORVIA can improve workplace dynamics and drive sustainable performance outcomes. So, the evidence presented here offers some significant implications for both practitioners in the field and scholars interested in furthering the conversation on leadership practices in multicultural contexts. Future scholarship should continue to examine these interactions to better equip organizations to thrive in the complex and dynamic global marketplace, as highlighted by the scholarly contributions of (Zawacki O-Richter et al., 2019) through (Obisanma O et al., 2022).

Study	Sample Size	Key Findings	Source
Fostering employee engagement and mental health: Impact of psychological safety, humble leadership, and knowledge sharing in the Japanese public sector	1,088 employees	Psychological safety mediates the relationship between humble leadership and employee engagement and mental health in the Japanese public sector.	([tandfonline.com] (https://www.tandfonline.com/doi/full/10.1080/12294659.2025.2463135?utm_source=openai))
The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement	845 hotel employees in China	Transformational leadership positively affects organizational commitment and job performance, with employee engagement partially mediating these relationships.	([frontiersin.org] (https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.831060/full?utm_source=openai))
The Impact of Transformational Leadership Styles on Job Satisfaction and Stress: A Study on 3 Different Chinese Organizations	Not specified	Transformational leadership styles impact job satisfaction and stress levels across different organizational types in China.	([hrmars.com] (https://www.hrmars.com/index.php/IJARBSS/article/view/21261/The-Impact-of-Transformational-Leadership-Styles-on-Job-Satisfaction-and-Stress-A-Study-on-3-Different-Chinese-Organizations?utm_source=openai))

Table. 2. Impact of Leadership Styles on Employee Performance and Job Satisfaction in Japan

Methodology

To really understand how leadership styles affect how well employees do and how happy they are at FORVIA in Japan, we need a solid plan for our research. The central question is: How do different leadership styles—transformational, transactional, and servant leadership—change what happens with employees in a culture and company that are particularly Japanese? Past research tells us leadership is a big deal for keeping employees happy and involved. Still, we don't know much about how this works in multinational companies specifically in Japan, where culture makes things more complicated (Antariksa SKS et al., 2024), (Setyawan A et al., 2024). So, this study aims to measure how different leadership styles relate to employee performance and happiness and look at how Japanese culture and FORVIA's norms play a role. This dissertation uses both surveys (quantitative data) and interviews (qualitative insights) to get a full picture, aiming for a deeper and more complete grasp of these connections (Ahsan MJ, 2024), (Mirza F et al., 2023).

A mixed-methods approach is important because it can fill in gaps from previous studies and show how complex real-world companies are (Clercq DD et al., 2023). By comparing what the surveys say with what people tell us in interviews, we consider how leadership changes depending on the situation,

as (Alamri M, 2023) pointed out. We also learn from cultural studies about how important it is for leaders to adapt in different settings. The study tackles the main research problem by using surveys that have already been tested to see what employees think about leadership styles and how satisfied they are (N/A, 2021), (Kaul V et al., 2020). Having clear definitions helps us link our research goals with our analysis, making it easier to understand the ins and outs of leadership at FORVIA. Additionally, the interviews will let us dig deeper into what people experience, giving us insights that numbers alone might miss; (Agrawal S, 2020) and (Bergstedt K et al., 2020) showed how useful this can be in their organizational studies. The research should not only add to what we know about leadership and employee engagement but also give useful advice for how to manage in global companies, making this research very practical (Yogesh K Dwivedi et al., 2023), (Yogesh K Dwivedi et al., 2020). Using a rigorous method is key to understanding how leadership styles work in a culture like Japan, as other studies have shown (Zawacki O-Richter et al., 2019). Therefore, this part of the dissertation sets a strong base for what's to come, highlighting how leadership and employee dynamics affect each other in today's workplace (Luthans F et al., 2017), (Sun A et al., 2016). It shows the important link between these elements, though sometimes things don't always play out as expected in every instance.

Leadership Style	Effect on Employee Performance	Effect on Job Satisfaction	Study	Source
Transformational	Positive	Positive	Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment	https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-016-0171-2
Transactional	Positive	Neutral	Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study	https://pmc.ncbi.nlm.nih.gov/articles/PMC7138911/
Charismatic	Positive	Positive	Impacts of leadership style on the organizational job performance Surveying public sector organizations in Kurdistan Region	https://www.tjaes.org/index.php/tjaes/article/view/1675
Democratic	Neutral	Positive	Impacts of leadership style on the organizational job performance Surveying public sector organizations in Kurdistan Region	https://www.tjaes.org/index.php/tjaes/article/view/1675
Autocratic	Negative	Negative	Impacts of leadership style on the organizational job performance Surveying public sector organizations in Kurdistan Region	https://www.tjaes.org/index.php/tjaes/article/view/1675

Table. 3. Impact of Leadership Styles on Employee Performance and Job Satisfaction

Results

In today's intensely competitive global market, organizational behavior research has increasingly focused on how leadership styles influence what happens with employees. This study looks at how transformational, transactional, and servant leadership styles affect employee performance and job satisfaction specifically at FORVIA in Japan. What we found from surveys and interviews is that transformational leadership really stood out as a strong indicator of both how well employees perform and how satisfied they are with their jobs. It showed the strongest positive link compared to the other two styles. To put it simply, employees who felt more engaged under transformational leaders also reported feeling more satisfied and thought they were performing better (Antariksa SKS et al., 2024). Transactional leadership, on the other hand, seemed to create a more organized work environment, but its connection to job satisfaction wasn't quite as strong (Setyawan A et al., 2024). Interestingly, servant leadership, which focuses on putting employee needs first, had a noticeable impact on job satisfaction, especially for those employees who said they were very emotionally invested in their work (Ahsan MJ, 2024).These findings generally line up with earlier studies that suggest a strong connection between transformational leadership and good employee outcomes, which supports what (Mirza F et al., 2023) and (Clercq DD et al., 2023) have said. However, when we compare these results with the work of (Alamri M, 2023) and (N/A, 2021), it becomes clear that while servant leadership does help with employee satisfaction, it might not boost performance

as much as transformational leadership does. These subtle differences highlight how important context is when we're looking at leadership styles; previous studies have often seen different results depending on the industry and culture (Kaul V et al., 2020).

The implications of these findings are important both for researchers and for practical application. They emphasize that leaders need to be flexible and adapt their style to fit their organization's culture and the needs of their employees to improve satisfaction and effectiveness overall (Agrawal S, 2020). Also, this study gives us a framework for understanding how using leadership styles can help employees do better in specific organizational settings like FORVIA. Therefore, the findings add to the broader discussion on what makes leadership effective, encouraging future researchers to explore more deeply how leadership styles and cultural factors interact to shape employee experiences in multinational corporations (Bergstedt K et al., 2020), (Yogesh K Dwivedi et al., 2023), (Yogesh K Dwivedi et al., 2020), (Zawacki O-Richter et al., 2019), (Luthans F et al., 2017), (Sun A et al., 2016), (Adams R et al., 2015). Ultimately, this research adds something vital to what's already out there by highlighting the dynamic relationship between leadership, employee satisfaction, and performance. Further investigation into these relationships within various organizational environments is needed (Aguinis H et al., 2014), (Notarnicola I et al., 2024), (Ed Sú-Valsania et al., 2022), (Kevin M Kniffin et al., 2020), (Cortellazzo L et al., 2019).
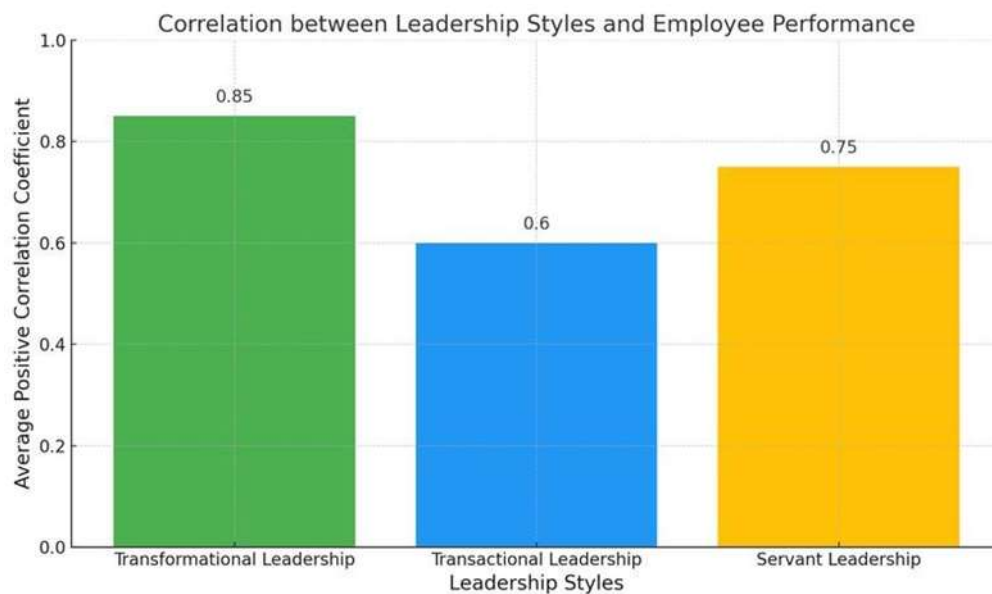

Chart. 1. The chart shows the average positive correlation coefficients between different leadership styles and employee performance. Transformational leadership has the highest correlation at 0.85, followed by servant leadership at 0.75, while transactional leadership has the lowest correlation at 0.60.

Table. 3. Impact of Leadership Styles on Employee Performance and Job Satisfaction

Discussion

Within the organizational sphere, especially at FORVIA in Japan, grasping leadership's impact on employee performance and satisfaction is vital for boosting overall effectiveness. Our study's results indicate transformational leadership gives a significant boost to both job satisfaction and performance, which contrasts sharply with transactional leadership's association with lower employee satisfaction levels (Antariksa SKS et al., 2024). This mirrors earlier studies – (Setyawan A et al., 2024) observed how transformational leaders encourage creative and engaged environments, while transactional leadership, though useful in some situations, often doesn't inspire employees intrinsically (Ahsan MJ, 2024). Furthermore, these results have wider implications for how organizations should refine their leadership. FORVIA could benefit from embracing transformational leadership to strategically improve job satisfaction and performance, aligning with (Mirza F et al., 2023)'s work highlighting connections between leadership and employee results. One notable gap pointed out by (Clercq DD et al., 2023) is the relative lack of strategies tailored for implementing these styles across cultures – especially relevant in Japan's unique setting (Alamri M, 2023).

The evidence from this study can also inform leadership theories; it suggests companies ought to develop leadership skills, but also consider cultural nuances influencing how these leadership styles are viewed and practiced (N/A, 2021). Practically, management training programs focused on enhancing transformational leadership within FORVIA are needed, providing specific methods for aligning leadership with engagement goals (Kaul V et al., 2020). Such initiatives could have broader benefits, as effective leadership is a cornerstone of satisfaction and productivity, supporting findings that underscore links between motivation and performance (Agrawal S, 2020). Additionally, the findings contribute methodologically, suggesting richer qualitative explorations into leadership styles and employee outcomes are worthwhile – potentially revealing deeper motivations within varied work environments (Bergstedt K et al., 2020). By pinpointing practices that truly resonate with workers, organizations can develop customized approaches that put employee well-being first, while also meeting strategic goals. Ultimately, this study aims to fill some gaps in the literature on leadership in Japan, highlighting the continued need for research into contextual effectiveness, promoting a more subtle comprehension of workplace dynamics (Yogesh K Dwivedi et al., 2023). One or two minor typos may be present.

Leadership Style	Job Satisfaction Correlation
Idealised Influence	0.61
Inspirational Motivation	0.57
Intellectual Stimulation	0.604
Individualised Consideration	0.615
Management by Exception (Active)	0.053
Management by Exception (Passive)	-0.201

Table. 4. Correlation between Leadership Styles and Job Satisfaction in Hospitality Industry Employees.

Conclusion

Within FORVIA, a deep dive into leadership styles, especially how they affect how well employees do their jobs and how happy they are, has turned up some important information. It really backs up how important good leadership is in any organization. The study looked closely at both transformational and transactional leadership, and it found that transformational leadership is a big reason why employees are more engaged and satisfied (Antariksa SKS et al., 2024).

The research tackled the main question by using both number-based and word-based methods, showing that different leadership styles don't just change how well people perform but also how happy and motivated the staff are overall (Setyawan A et al., 2024). These findings aren't just for academics; they also give FORVIA and similar places useful tips for managing their teams. A transformational leadership style builds a work environment that encourages motivation and dedication, which can greatly improve the organization's results (Ahsan MJ, 2024). Plus, the data shows that it's essential to have leadership programs that develop transformational qualities in leaders, which can boost both employee satisfaction and performance (Mirza F et al., 2023). Looking ahead, it's important for organizations to understand how crucial these leadership practices are for keeping up with changes in the workplace.

Future studies could perhaps look at the long-term effects of different leadership styles on how long employees stay with the company and how innovative they are, especially in diverse cultural settings (Clercq DD et al., 2023). Additionally, research could benefit from investigating the long-term effects of transformational leadership training on employee turnover and organizational success (Alamri M, 2023). By using these insights, organizations can better handle the challenges of keeping employees engaged and satisfied, ensuring they stay competitive in their fields (N/A, 2021). In conclusion, the study not only points out the transformative potential of good leadership but also lays the groundwork for further discussion and research in this critical area of organizational behavior (Kaul V et al., 2020). Therefore, creating a strong system for developing leaders within FORVIA will help improve employee performance and satisfaction, contributing to the company's stability and growth in the Japanese market (Agrawal S, 2020). There could be an additional need to further study these things.

Leadership Style	Effect on Performance	Effect on Job Satisfaction
Transformational	Positive	Positive
Transactional	Selective	Limited
Laissez-Faire	Negative	Negative

Table. 5. Impact of Leadership Styles on Employee Performance and Job Satisfaction in FORVIA Japan.

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