

The Role of Motivational Leadership in Enhancing Organizational Psychological Well-Being and Promoting Positive Organizational Behavior: A Theoretical Approach

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Abstract:

The research investigates how motivational leadership practices help organizations achieve better psychological health for their members while building constructive organizational behaviors through its theoretical approach which draws from current academic research. The research seeks to define motivational leadership theories and their elements while it studies organizational psychological well-being elements and positive organizational behavior foundations.

The research delves into theoretical connections between motivational leadership and organizational psychological well-being through its examination of leadership approaches which help leaders maintain constructive conduct. The study serves an important role because it develops motivational leadership theory while demonstrating its impact on mental health and positive behavior and it provides leaders and decision-makers with useful signs which support them in creating better organizational environments that lead to improved performance and institutional stability. The research establishes two hypotheses which predict that motivational leadership directly influences positive behavior and organizational psychological well-being functions as a mediator in this relationship.

Keywords: Motivational leadership; organizational psychological well-being; positive organizational behavior.

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1- Introduction

The current workplace demands organizations to implement leadership systems which focus on human aspects rather than conventional methods that depend on control measures and supervisory systems. Organizations now use motivational leadership as their primary leadership method which helps staff members discover their hidden abilities while developing their natural drive and strengthening their connection to the workplace for achieving optimal organizational outcomes and employee contentment.

The concept of organizational psychological well-being stands as a core idea which draws interest from academic researchers and industry professionals because it directly affects how employees maintain their mental health and their workplace happiness and their ability to handle workplace changes. Businesses now need both operational efficiency and physical assets to succeed because they must create workspaces which support employee safety and belonging and recognition and minimize workplace stress and burnout symptoms. The motivational leadership approach uses its core principles to create positive organizational environments through staff communication enhancement and psychological support systems and motivational activation methods.

The base of organizational effectiveness depends on positive organizational behavior because it enables organizations to reach their individual and group performance objectives. The behavior includes various practices which show up through employee initiative and teamwork and dedication and mental adaptability and workplace accountability that require leadership to shape employee mental frameworks and conduct and worth systems. The organizational behaviors develop through motivational leadership which supports their ongoing presence because leaders use encouragement and empowerment and group decision-making practices.

The current research plans to develop a theoretical framework which explains how motivational leadership practices improve organizational psychological well-being and create positive organizational behavior. The study analyzes motivational leadership concepts and organizational psychological well-being and positive organizational behavior through its examination of main theoretical frameworks which explain how these elements interact. The study plans to add new Arabic academic material about this subject which will create a theoretical base that researchers and decision-makers can use to develop better organizations with human-centered approaches and improved performance.

Study Objectives

The research will investigate how motivational leadership functions to establish workplace conditions that support mental health and drive positive workplace behaviors through its study of academic literature. The research study wants to reach these particular goals through its research activities:

- The research needs to establish its motivational leadership framework by defining its present organizational environment characteristics and primary leadership elements.
- The study of organizational psychological well-being requires identification of its fundamental elements because this understanding allows us to predict how individual and group performance will be affected.
- The research will study positive organizational behavior principles to find out which workplace indicators show this behavior most clearly.
- The research will investigate how motivational leadership concepts function as organizational psychological well-being theories through its theoretical methods.

- Motivational leadership serves as an essential factor which drives organizations to produce favorable workplace practices that maintain their ongoing existence.
- The analytical framework functions as a research instrument which managers can apply in their future work activities.

Study Significance

The significance of this study stems from the growing emphasis on the human dimension in modern management and the consequent need to reconsider leadership roles within organizations. The study derives its importance at both the theoretical and practical levels, as follows:

Theoretical Significance

The research adds new information to the motivational leadership field through its study of organizational psychological well-being and positive organizational behavior connections. The research establishes clear theoretical connections between various management science and organizational behavior elements which reflect present-day trends in these fields.

Practical Significance

The study presents analytical indicators which leaders and decision makers should use to select motivational leadership practices that enhance organizational climate and boost employee mental health and maintain institutional stability through positive employee conduct.

Study Problem

Based on the research problem and its objectives, the following main question can be formulated:

What is the role of motivational leadership in enhancing organizational psychological well-being and promoting positive organizational behavior within organizations?

The main question generates multiple related questions which focus on the following essential points:

- The conceptual framework of motivational leadership exists in modern management theory but its core elements require identification for current organizational management systems.
- Organizational psychological well-being needs a clear definition which includes all essential elements for its proper understanding.
- Positive organizational behavior refers to workplace behaviors which promote positive mental health through specific patterns that appear in organizational environments.
- Theoretical models show motivational leadership methods which help organizations create better psychological environments for their staff.
- What type of connection exists between motivational leadership and the development of positive organizational behavior?

Study Hypotheses

Based on the relevant theoretical literature and derived from the research questions, the following hypotheses can be formulated:

- There is a positive relationship between motivational leadership and the enhancement of organizational psychological well-being within organizations.
- Motivational leadership contributes to the promotion of positive organizational behavior among employees.
- Organizational psychological well-being plays a mediating role in the relationship between motivational leadership and positive organizational behavior.

- The adoption of motivational leadership practices is reflected in the improvement of the organizational climate and the enhancement of employees' psychological and behavioral stability.

2-Motivational Leadership

2.1- Concept of Leadership

Leadership stands as the core foundation which supports all organizational structures that exist in contemporary times. The practice of human resource management through administration falls short of describing this concept because it functions as a strategic process which connects organizational goals to employee actions in their daily work. Research studies have shown that leaders who choose suitable leadership approaches will build organizational commitment while they create work environments which support long-term performance success.

Organizations through their leaders maintain multiple leadership styles which leaders use to lead their teams according to contemporary literature. According to Leimanta (2025) every leadership approach generates unique effects which shape how employees perform their duties and their organizational loyalty level. The transformational leadership approach works to improve employee understanding while it helps them develop their career prospects through showing them an inspiring direction which drives them to achieve beyond their usual work and understand their duties in relation to company objectives. The servant leadership approach places employee health above everything else while it helps them grow both personally and professionally which creates stronger bonds between staff members and their workplace. Managers who lead through organizational principles base their work on goal setting and policy creation and procedural development to achieve operational effectiveness and maintain organizational order.

John (2023) explains that leadership exists beyond official roles because it functions as a human interaction skill which requires leaders to direct their team members through insightful and aware leadership methods. The process operates through various elements which come together with primary emphasis on strong communication abilities and psychological support delivery and conflict resolution skills and creation of a workplace that promotes backing and faith. Leadership effectiveness transcends institutional goal achievement because it also requires leaders to create advantageous changes which impact how organizations function and to develop employee self-starting behavior and team unity and permanent staff dedication.

Leadership operates as the fundamental system which unites company goals with staff activities while it turns employee potential into a powerful resource for achieving organizational success. The process combines three essential elements which include inspirational and motivational factors and supportive care and structured managerial direction to improve various organizational performance and behavioral elements. Leadership functions as a vital organizational element which safeguards institutional balance while it builds positive workplace culture to produce enduring success for contemporary organizations.

Leadership styles exist through the different ways leaders use to affect their followers and drive their actions which leads to distinct results in performance metrics and organizational conduct and staff dedication levels. The research shows that leaders need to understand different leadership styles because this knowledge allows them to create successful organizations which adapt effectively to present work environment changes.

2.2-The Concept of Motivational Leadership

Motivational leadership is regarded as one of the most prominent contemporary leadership approaches to have received increasing attention in modern organizational literature, owing to its pivotal role in achieving a balance between the organization's strategic objectives and employees' psychological and professional needs. It is not limited to directing tasks or managing resources; rather, it represents a conscious leadership process that seeks to develop employees' intrinsic motivation, strengthen their organizational commitment, and drive them to deliver performance levels that exceed the traditional requirements of work.

Motivational leadership is distinguished by its capacity to exert a sustainable influence on individuals' attitudes and behaviors through the construction of a positive work environment based on mutual respect, appreciation, and active participation in decision-making, instead of excessive reliance on material incentives or rigid supervisory methods. In this regard, Choudhury (2020) argues that the essence of motivational leadership rests on a fundamental assumption: employees are more willing to give when they feel that their efforts are valued and that their contributions are of genuine significance in achieving organizational goals. Accordingly, the role of the motivational leader extends beyond the confines of traditional supervision to assume the function of an inspirer and guide, capable of enhancing self-confidence, encouraging creativity, and supporting employees' spirit of initiative.

Motivational leadership also seeks to establish a work environment characterized by justice and inclusivity, in which employees perceive themselves as active partners in realizing the organizational vision, thereby strengthening their sense of belonging and responsibility toward the organization. This leadership style relies on an integrated set of human and organizational strategies, whereby the motivational leader focuses on understanding individuals' psychological and professional needs, providing genuine opportunities for growth and development, and adopting effective communication methods that clarify for employees the importance of their roles and the impact of their performance on organizational outcomes.

In the same vein, Niswatin (2024) indicates that motivational leadership contributes to enhancing team spirit and encouraging cooperation and creativity, thereby supporting the construction of a positive and sustainable organizational culture grounded in intrinsic motivation and moral recognition rather than administrative pressure or rigid commands. This, in turn, leads to improved quality of organizational relationships, higher levels of job satisfaction, and strengthened long-term commitment.

Accordingly, motivational leadership can be viewed as an integrated leadership style that accords particular attention to the human dimensions of management and constitutes a fundamental driver of innovation and positive organizational behavior. It combines effective alignment of organizational goals with a commitment to individual development, which is positively reflected in overall organizational performance and enhances employees' sense of satisfaction, belonging, and job stability.

2.3- Dimensions of Motivational Leadership

2.3.1- Personal and Individual Motivation

Personal and individual motivation represents one of the core dimensions of motivational leadership. It is grounded in the recognition of human diversity within organizations and the resulting differences in employees' motives and psychological and professional needs. Individuals do not respond to incentives to the same degree; their motivations vary between intrinsic factors, such as the need for appreciation and recognition of efforts, social factors such as belonging to a cohesive work group, and material motives related to incentives and rewards (Abu Al-Najaa, 2024).

Motivational leadership seeks to understand these individual differences and to employ them in a positive manner that serves both the interests of the individual and the organization. A leader's ability to comprehend what motivates each employee enables the selection of appropriate motivational methods, thereby enhancing performance effectiveness and increasing job satisfaction. While some individuals respond more positively to public recognition and direct praise, others prefer opportunities for professional development or participation in training programs that contribute to refining their skills and expanding their career horizons.

Al-Hajri (2022) shows that personal motivation requires people to satisfy their basic psychological needs which include feeling competent and maintaining autonomy and reaching their goals. The three elements connect directly to motivation theories which include Maslow's hierarchy of needs and Herzberg's theory of motivation and job satisfaction. The motivational leader adopts these principles to build employee self-motivation which results in their positive involvement when working toward organizational goals instead of depending on temporary external rewards. People who work in organizations experience reduced work stress and psychological pressure because organizations show they value individual contribution instead of treating employees as task machines. Organizations need to establish positive work environments which create psychological stability for their employees while they develop their ability to produce high-quality work results (Al-Mubarak, 2025).

The personal and individual motivation system works as a complete approach which helps organizations discover what drives people to build trust-based relationships that preserve mutual respect between them and their employees. The system which exists between people and their work environment creates an impact on their work performance because their social connections and personal environment determine their behavior at work.

A- Role Modeling and Inspirational Behavior

Leaders need to show their organization's core values through personal example because motivational leadership depends on their ability to serve as role models. Leaders who focus on organizational targets while maintaining staff respect and integrity create actual instances which employees observe through their work activities and their dedication to company values (Al-Bishr, Al-Qahiz, Al-Muqati, & Al-Otaibi, 2024).

Leadership through inspiration creates positive staff attitudes because it shows that leaders base their actions on genuine approaches instead of using empty phrases or focusing on their personal gain. The system creates a work environment which motivates staff members to accomplish their duties with full participation while they take ownership of their work and seek better results through their own efforts instead of depending on continuous direction. The leader who inspires others connects company objectives with moral standards and professional principles to create meaningful work experiences which unite personal efforts with the common objectives that all team members pursue.

Ruqayya (2025) states that leaders who show inspirational behavior help organizations build innovative work environments because staff members will adopt new concepts while facing obstacles with optimism when they feel their leader backs them and shows creative problem-solving skills. The workplace develops trust between team members when employees reach their professional goals while they keep respect for their coworkers which creates loyalty and organizational commitment.

The leadership practices of role modeling and inspirational behavior under motivational leadership create a cultural and organizational system which activates self-

motivation while teaching professional values and standards and making dedication to excellence an established workplace tradition.

B- Effective and Constructive Communication

Effective and constructive communication stands as a fundamental leadership component because leaders use it to establish connections between their organizational direction and staff requirements at both individual and group levels. Organizations use this communication method to establish strategic value through their information exchange and their command distribution which helps them achieve organizational process engagement and build trust and enhance intrinsic motivation (Al-Jarbu', 2024)

Jaimimot (2024) describes motivational communication as a practice which requires leaders to practice active listening by dedicating their attention to employee messages while they grasp employee concerns and goals and they should respond to feedback through actions which show both gratitude and dignity. The listening approach helps employees recognize their vital role in the company while it reveals innovative solutions and operational improvements which standard management approaches would not detect.

Second, constructive communication involves providing feedback in a positive and purposeful manner, whereby the leader focuses on encouraging achievements, highlighting strengths, and delivering corrective feedback in a way that supports learning and professional growth rather than discouragement or punishment. The method creates an environment which supports ongoing learning throughout the company while it encourages workers to adopt smart risks and try out fresh approaches for better results.

Third, leaders need to deliver their goals and vision statements through appealing messages because motivational communication requires this basic element which shows staff members their work supports organizational targets and helps them understand their importance to team achievement. The process of understanding involves employees linking their daily tasks to organizational values which helps them develop stronger bonds with their workplace and enhances their personal motivation.

The main purpose of constructive communication stands as a vital method which allows employees to achieve empowerment through their ability to share ideas freely while understanding their responsibilities and experiencing decreased workplace disputes and communication breakdowns. The system creates better visibility which helps leaders build trust with their staff members while working together towards organizational success and employee contentment and long-term workplace motivation.

C- Employee Empowerment

The basic foundation of motivational leadership rests on employee empowerment because leaders give workers freedom to handle their duties and choose their work decisions instead of following standard leadership methods which involve giving orders and monitoring performance. Organizations use empowerment as a strategic tool to develop employee autonomy and self-efficacy and individual initiative because these elements directly improve organizational performance and boost innovation levels (Sihite, Soegiarto, Ilmi, & Ilham, 2024).

Employees gain decision-making control through empowerment because organizations treat them as essential participants who bear responsibility for their work which enhances their ability to influence outcomes and boost their personal effectiveness. Employees who believe their opinions matter to their company will become more dedicated to organizational objectives while showing increased interest in solving workplace problems through creative methods. Shaker (2024) states that empowerment creates trust between leaders and their teams because leaders who let employees make

decisions and take responsibility prove they believe in their team's ability to succeed in their work. The organization maintains a beneficial workplace because both parties trust each other which enables them to handle organizational changes while maintaining their current operational structure for better institutional success. The practice of empowerment leads employees to experience greater job satisfaction while it also boosts their psychological wellness because they learn to handle their work independently instead of waiting for direction which increases their accountability for project success. The process creates higher employee dedication together with organizational loyalty which drives workers to maintain their peak performance levels while they develop new ideas and support ongoing organizational growth. Employee empowerment through motivational leadership develops into a complete method which builds worker competencies and strengthens workplace trust and self-motivation to create an innovative organizational culture with lasting employee dedication.

D- Enhancing Organizational Belonging

The process of improving organizational belonging stands as a fundamental aspect of motivational leadership which works to build employee bonds with their workplace through emotional connections and intellectual commitment to organizational objectives. A leader who motivates others needs to build a workplace environment which maintains fairness and open communication and shows respect to every worker because this environment makes all employees feel their work receives proper recognition which drives them to make important contributions for corporate achievements (Sihite, Soegiarto, Ilmi, & Ilham, 2024).

The process of improving employee belonging requires organizations to show their dedication to recognition and appreciation through two main methods which include giving moral recognition and presenting formal awards to employees who achieve outstanding performance and their achievements become visible to others. The organization celebrates both individual achievements and team accomplishments which creates stronger bonds between employees and their workplace while enhancing teamwork and employee dedication to their organization.

The research by Shaker (2024) shows that organizations which improve their belonging culture will create better relationships between workers and their supervisors while reducing worker feelings of workplace separation. Leaders who focus on developing trust-based relationships with their teams through mutual respect will build stronger employee dedication while helping staff members adopt organizational values and follow strategic plans with positive accountability.

Organizational belonging creates a direct link between employee psychological health and work happiness because people develop strong connections to their workplace which makes them feel protected and creates clear paths for their professional development which results in higher organizational commitment and ongoing support for organizational goals. The organization benefits from employee emotional connection because it leads to their independent action and their ability to generate innovative solutions.

Organizations that practice motivational leadership must establish a unified process to enhance employee belonging because this method will build employee loyalty and boost their organizational commitment which leads to higher organizational involvement for strategic goal achievement. The work environment needs to support fairness because it recognizes employee contributions and maintains open communication between management and staff members.

2.4- The Importance of Motivational Leadership

Modern organizations need motivational leadership because their fast-changing operational environment demands organizations to reach exceptional performance standards while they must learn to handle ongoing changes and compete against international opponents. The motivational leader goes beyond standard task management by using a strategic method which connects organizational goal success to employee psychological needs and professional requirements which leads to better organizational flexibility and supports creative and innovative thinking.

According to Akhlāq (2025) motivational leadership serves as a direct link between leader motivation and employee work satisfaction which strengthens their loyalty toward their organization. The organization creates employee value which leads to better institutional loyalty from staff members who stay longer while the company prevents losing its workforce and maintains its workforce stability. The leadership approach allows staff members to develop ownership of their work through decision-making involvement which creates an environment that drives organizational innovation and creative solutions.

Tashfiyūnkālā (2025) shows that motivational leadership directly affects how organizations adapt to change because it helps organizations handle unexpected situations and difficult problems. An environment built on appreciation and support and empowerment and positive communication helps employees develop self-assurance which enables them to handle workplace challenges that result in improved team performance and better work results.

Employees receive vital mental health support through motivational leadership because this leadership style helps workers reduce their stress levels while providing them with a secure work environment which includes social and psychological protection. The situation establishes work conditions which stop employees from performing their duties properly while it creates problems for them to focus and make proper decisions and their reduced work performance affects the organization's goal achievement.

Motivational leadership leads organizations to sustainable development because it creates skilled and dedicated employees while establishing a creative workplace that preserves organizational values which produces lasting business success and sustainable market position. The core principles of motivational leadership extend past typical management approaches because they create a complete method which connects individual needs with organizational needs.

The system creates a work environment which balances employee development with organizational success to achieve psychological balance and long-term productivity through combined individual and organizational efforts.

3- The Concept of Organizational Psychological Well-Being

Organizational psychological well-being exists as a complex system which enables employees to maintain mental and emotional and social stability at their workplace while they demonstrate their ability to fulfill their essential psychological requirements for autonomy and competence and belongingness through their work activities. The personal equilibrium between work and life responsibilities creates better employee adaptability which leads to higher job satisfaction and improved mental health outcomes for staff members (Dhungana, Joshi, Chalise, & Paudel, 2025).

The balance develops through an ongoing process of exchange between people who bring their psychological strength and emotional abilities and their coping methods to work with organizations which offer backing through their management approach and their clear operational guidelines and their supportive workplace atmosphere. According to reports by (World Health Organization (WHO), 2022), psychological well-being

manifests through both subjective and objective indicators. The employees find their work environment comfortable while they feel secure as they stay fully involved with their duties. The effects of this phenomenon show up through concrete data which includes stress reduction and diminished work absences and elevated employee contentment and better professional connections between coworkers.

Organizations continue to treat psychological well-being as an unimportant factor which exists separately from their usual performance measurement systems. Organizations need to treat psychological well-being as a vital organizational factor which produces direct effects on their sustainability and their ability to create new things and their complete operational performance. Dhungana (2025) demonstrates that workplaces which promote psychological safety through employee freedom to share opinions and participate in decisions and express concerns without facing punishment will create positive effects on employee motivation and job engagement and organizational loyalty.

Research studies fail to identify different organizational factors which affect employee well-being program results because they assume every company will achieve identical results. The researcher proposes that all variables need to become part of a single analytical system which will help us understand how strategic communication affects psychological well-being and how this relationship impacts organizational success.

Organizations which implement evidence-based programs through their feedback systems and career counseling and stress management and decision-making participation methods demonstrate their dedication to employee well-being according to Chomać-Pierzecka (2024). These methods enable people to develop better resilience while they stay connected with their professional identity and their relationships with others become stronger which creates organizational unity. The research demonstrates that organizations which use open two-way communication systems develop improved employee mental health while their organizational culture becomes more advanced in handling organizational changes.

Organizational psychological well-being exists as a dynamic system which develops through the ongoing interaction between personal abilities and organizational operations and institutional rules. The research framework connects communication methods with leadership behaviors and psychological responses to find treatment areas while it resolves previous research deficiencies and creates functional prediction models which improve organizational results and staff retention and employee dedication and toughness (Naghbeel, 2024).

The strategic foundation of organizational psychological well-being enables institutions to measure their operational success while they track mental health progress among their staff members. Organizations maintain well-being as a basic element for their innovation potential and their ability to sustain employee commitment and organizational strength. The current view demands an immediate transformation of well-being into an essential organizational factor which determines institutional success and shapes workplace environments according to (Edmondson, 2019).

The connection between psychological well-being and work results shows unpredictable patterns because multiple workplace elements together with personal psychological factors from employees determine this relationship. The current environment requires new integrated conceptual models which will help people understand how different elements interact with each other to identify best intervention points for improving staff wellness and maintaining long-term business success. Organizations need to create new strategic models which identify interaction patterns

between different system components to find best intervention points that enhance employee wellness and achieve sustainable business success.

The psychological health of an organization functions as an active system which develops through the ongoing relationship between employee skills and organizational operational methods. The creation of a strong analytical framework emerges from organizations which connect employee well-being to their leadership practices and their use of positive psychological capital. Organizations must create an analytical framework which combines leadership practices with positive psychological capital to assess operational impact while enhancing workplace performance and reducing staff turnover rates and building employee resilience and motivation.

3.1- The Role of Motivational Leadership in Enhancing Organizational Psychological Well-Being

Motivational leadership is a modern leadership approach that has gained importance because of its role in improving workplace environments and supporting employees' mental health. It focuses on meeting employees' psychological needs while achieving organizational goals by creating a sense of safety, belonging, value, and support within the workplace.

Motivational leaders inspire employees through effective communication, appreciation, emotional support, empowerment, and involving them in decision-making processes. These practices help employees feel more confident, reduce work-related stress, and improve their ability to handle job demands. Research by Mohammed Ali (2019) highlights that inspirational leadership contributes to organizational health by increasing employee satisfaction and providing psychological support.

Motivational leadership also improves psychological well-being by increasing job satisfaction, intrinsic motivation, and organizational commitment. Employees who feel appreciated and supported are less likely to experience stress and burnout and are more likely to show positive organizational behaviors. Hassan et al. (2023) found that psychological well-being plays an important role in strengthening the relationship between leadership and organizational citizenship behavior.

In addition, motivational leadership promotes fairness, ethical behavior, and inclusion. Ethical leadership supports employees' mental health by ensuring respect and interactional justice, while inclusive leadership provides support and feedback that enhance employees' psychological vitality and positive attitudes toward work. Studies by Bahar (2019) and Liu et al. (2024) emphasize these positive effects.

Overall, motivational leadership goes beyond traditional management by balancing organizational performance with employees' psychological well-being. It creates healthier work environments, strengthens employee commitment, and contributes to sustainable organizational success.

4- Positive Organizational Behavior

Positive organizational behavior refers to a set of voluntary actions and practices performed by employees in ways that enhance organizational effectiveness and reflect their commitment to institutional values. This type of behavior is characterized by initiative, cooperation, and responsibility, through which employees seek to support organizational goals and contribute to improving the work environment (Farhan, 2025).

Positive organizational behavior does not emerge spontaneously; rather, it is a direct outcome of leadership's influence on employees. Motivational leadership fosters innovation and individual initiative by stimulating critical thinking and providing an inspiring vision. It also focuses on empowering employees and strengthening their sense of belonging, which drives them to engage actively in teamwork and in achieving shared

objectives. Furthermore, it ensures adherence to policies and standards, thereby creating a stable and disciplined work environment that supports positive behaviors and limits internal conflicts (Wari, 2022).

The analysis shows that the interaction of these leadership patterns leads to the development of sustainable positive behaviors, whereby employees become committed, cooperative, and creative, and demonstrate deep loyalty to the organization. Positive organizational behavior directly contributes to improving the quality of performance, enhancing productivity, and achieving institutional excellence.

Accordingly, positive organizational behavior represents a fundamental element for the success and sustainability of modern institutions. It is not merely an individual disposition, but rather a dynamic outcome of employees' interaction with leadership and the organizational environment. From this perspective, promoting such behavior becomes a strategic responsibility of leadership, aimed at creating an integrated work environment that combines commitment, initiative, cooperation, and creativity.

Positive organizational behavior can be divided into several main dimensions, including:

4.1- Organizational Commitment

Organizational commitment functions as a primary measurement which shows how employees connect with their organization's objectives and core values and fundamental beliefs. The employee demonstrates abilities which surpass basic task completion because they demonstrate institutional value commitment and policy adherence and active strategic organizational goal achievement. The leadership environment creates a dynamic outcome through its influence on employee behavior which produces positive actions and loyalty levels based on leadership style and support systems for skill development (Al-Shahri, 2023).

Employees need to do more than follow official policies because organizational commitment requires them to support performance growth and join decision processes and develop new ideas which help the organization reach its objectives. Organizational commitment serves as a vital leadership performance measure which creates direct links to positive organizational behavior through its influence on organizational sustainability and ongoing operational stability.

4.2- Individual Initiative

Individual initiative refers to the employee's ability to propose and implement new solutions independently, transcending conventional directives and the constraints of routine tasks. It reflects the employee's engagement, readiness to assume responsibility, and active contribution to improving organizational processes and outcomes. This capability is not merely an individual trait but rather the product of the employee's interaction with the leadership environment and organizational culture to which they belong, as levels of initiative are determined by the degree of support and motivation provided by the leader (Margaretha, Sudiro, Kurniawati, & Prabandari, 2025).

Motivational leadership constitutes the primary driver for strengthening individual initiative, as it provides employees with a clear vision, inspires them to move beyond conventional performance, and encourages critical thinking, problem analysis, and the proposal of innovative solutions. Studies indicate that employees who receive this form of leadership exhibit a greater capacity to adapt to change, innovate in processes, and contribute to the development of products and services, thereby enhancing organizational competitiveness and flexibility in confronting challenges (Wari, 2022).

The research proves that employee initiative functions as an immediate sign which shows how well motivational leaders create empowering work spaces for ongoing

employee development and skill application. Organizations that allow their employees to take individual initiative will build personal responsibility among their staff members while they develop innovative problem-solving abilities and maintain their dedication to organizational development through sustainable methods. Employees who take individual initiative build trust with their leaders and they maintain decision-making independence which leads to professional empowerment that enhances both their personal growth and their team's success.

The organizational behavior framework shows that individual initiative functions as a critical element because it demonstrates how employees actively participate in their work environment through creative solutions which they transform into functional practices. The organization achieves higher levels of innovation because motivational leadership supports this initiative which also helps employees develop their skills while building their dedication to the organization which leads to sustainable institutional success. The organization depends on this strategic leadership approach to achieve its strategic goals which will secure its future success.

4.3- Cooperation and Teamwork

Cooperation and teamwork represent the capacity for positive interaction among employees to achieve shared objectives, as well as the exchange of knowledge and expertise to ensure that tasks are accomplished efficiently and effectively. This dimension of positive organizational behavior is a key indicator of the quality of the work environment and of leadership effectiveness in motivating employees toward collective participation. Cooperation is not limited merely to the division of tasks; rather, it encompasses commitment to the principles of teamwork, the provision of support to colleagues, and participation in collective decision-making in ways that enhance the achievement of institutional goals ([Al-Khalifa Abd Al-Rahman, 2024](#)).

Farhan (2025) describes motivational leadership as an essential factor which creates organizational teamwork through its ability to establish common organizational goals and its support of free communication between team members for sharing their perspectives. Organizations require motivational leadership to distribute physical and emotional support to their staff members while building managerial trust which enables employees to develop their work environment into a space where they actively engage in their duties.

The analytical approach shows that employees need to interact with their leaders and workplace environment before they will start working together as a team. Staff members who receive leadership support from their managers will actively join their work teams for helping their coworkers and they will work together to achieve organizational targets with maximum efficiency. The organization becomes more productive through better teamwork which also decreases internal conflicts and produces higher staff dedication to their workplace while maintaining sustainable positive organizational behaviors.

The strategic value of teamwork and collaboration enables institutions to create organizational unity through their method of building organizational cultures which base their success on employee involvement and mutual confidence and common dedication. Motivational leadership shows its power through organizational behavior which produces lasting results.

4.4- Innovation and Creativity

Innovation and creativity refer to employees' capacity to generate new ideas, develop procedures, and improve processes in ways that contribute to enhancing the organization's overall performance. Innovation is considered one of the most salient indicators of positive organizational behavior, as it reflects employees' ability to engage

in critical thinking, take initiative, and transform theoretical ideas into practical, implementable practices (Jemimut, Amaral, & Piedade, 2024).

The literature indicates that motivational leadership provides the psychological and cognitive environment conducive to innovation by offering a clear vision, encouraging experimentation, accepting mistakes as part of the learning process, and motivating employees to explore new ways of thinking and problem-solving. At the same time, it contributes to strengthening the practical application of creative ideas through continuous support and assistance, whether in the form of material resources or positive guidance (Limanta, 2025).

Leaders need to drive innovation and creativity because these elements naturally emerge when staff members experience supportive organizational settings and maintain their motivation. Employees who receive proper motivation and receive strong leadership guidance will probably test fresh approaches while they develop operational systems which help their organization reach its performance targets. Organizations will achieve better results through motivation because it helps staff members implement creative solutions while building a permanent culture of innovation in their workplace.

Accordingly, organizations develop innovation and creativity as a natural organizational behavior which drives institutional excellence while showing how motivational leaders guide their employees to reach strategic goals through adaptable and productive teamwork.

5- The Relationship between Motivational Leadership and Positive Organizational Behavior

The study of modern organizational dynamics focuses on motivational leadership along with positive organizational behavior which serves as its main axis. Research shows that leadership approaches which focus on intrinsic motivation and role modeling and constructive communication and employee empowerment and organizational belonging development create direct strong effects on positive organizational behavior. Positive organizational behavior consists of employee actions which demonstrate their loyalty to company values and rules while they work to achieve strategic goals and build team unity and increase their work performance quality and quantity.

Luo (2025) shows that motivational leadership serves as a crucial factor which drives employees to develop positive behaviors through their ability to build workplace environments that fulfill psychological and professional needs and drive employees to take initiative. Employees who receive leader appreciation and experience empowerment and trust will likely develop positive behaviors which include working with others and meeting their work schedules and assisting colleagues with their difficulties and enhancing company operational methods.

The way motivational leadership functions produces effects on positive organizational behavior through its ability to increase employee intrinsic motivation at work. People develop new interests through their work achievements when they receive enough freedom and recognition which enables them to exceed their basic job duties by creating new ideas and taking on extra work and joining innovative projects. The actions which people take for themselves lead to individual achievements but they help build an organizational culture which values trust and respect and commitment between staff members (Yan, Zhang, Akhtar, & Liang, 2023).

According to Zakaria (2023) the leader needs to demonstrate role modeling and inspirational behavior which works together with their leadership to strengthen positive workplace behavior. Employees tend to follow their leader's values and actions which establish a long-lasting cycle of positive influence that affects the entire organization. The

process creates a stronger bond between employees and their workplace because staff members develop stronger emotional ties to company's mission and principles which leads them to defend company reputation and work for better team outcomes.

- Motivational leadership creates positive organizational behavior through three main analytical pathways which produce this effect.
- The motivational leader allows employees to take charge of their work while building their self-confidence which leads them to show more initiative and become actively involved.
- Employees develop higher self-worth through ongoing recognition which drives them to dedicate themselves to work tasks and constructive workplace behavior.
- The leader functions as a tangible demonstration of institutional values which produces a combined effect that strengthens organizational members' dedication and creative thinking and teamwork (Anggoro, 2022).

Motivational leadership generates permanent positive organizational behaviors through its ability to transform daily leader-employee interactions. These behaviors produce better performance results and create a more positive workplace environment which supports the development of an institutional culture that values commitment and innovation and initiative.

Motivational leadership maintains an active strategic connection with positive organizational behavior which creates mutual influences between these two elements. Motivational leadership creates a work environment which supports employees while it develops motivational behavior patterns that lead to better performance results and stronger team collaboration and successful attainment of organizational goals.

Al-Rawashdeh (2020) presents a strategic causal link between motivational leadership and positive organizational behavior which surpasses the standard leadership methods that depend on direction and control. Organizations need to establish motivational leadership which goes past the typical methods of employee monitoring and directive communication because it develops an organizational space where staff members actively engage in decision-making processes to build a positive work environment.

The research shows that internal psychological elements which employees possess function as vital elements which link different aspects of this relationship. Luo (2025) states that positive organizational behavior emerges from employee empowerment together with their recognition of work value and their understanding of how their tasks lead to organizational success. The psychological elements of leadership receive activation from motivational leadership through its complete implementation of multiple unified systems.

- Employees who can make their own decisions will develop better self-confidence and personal efficacy which leads them to take responsibility for their work and show initiative through problem-solving and independent task management.
- Leaders who inspire their followers create organizational values through their example which motivates employees to follow their directions. Employees learn from their leaders through direct copycat behavior which evolves into their ability to absorb organizational values and rules. The employees maintain their positive cultural practices through their daily activities which they use to implement organizational values.
- People need more than information transfer to achieve communication success because this process helps them develop inner motivation while building their

work relationships and sense of value which leads to better workplace participation and continuous positive conduct.

The relationship between motivational leadership and positive organizational behavior is characterized by a dynamic and interactive nature (Ghatak, Biswas, & Mukherjee, 2017), whereby employees' positive behaviors, in turn, reinforce the leader's commitment to a motivational leadership style. The system creates an ongoing feedback process which enables both individual and group performance growth while maintaining an organizational structure that stays strong and dependable.

Motivational leadership serves as a strategic organizational behavior driver because it brings together personal psychological elements with official institutional structures which employees use to perform their routine work that leads to organizational success. Institutions which use complete motivation techniques together with empowerment and active employee involvement will create a lasting work environment which promotes employee commitment and good workplace conduct.

The relationship between motivational leadership and positive organizational behavior is marked by dynamism and ongoing interaction, as continuous recognition, effective empowerment, and sustained motivation activate employees' intrinsic motivation. Positive employee conduct generates organizational strength through its ability to improve cultural elements and boost staff members' commitment to institutional values and goals which creates a continuous motivational system between leaders and their staff members. The process creates better performance results for both individual workers and their teams while producing higher work output and improved organizational capacity to handle changing business needs.

Motivational leadership functions as a strategic system which produces positive organizational behavior through its combination of psychological motivation with inspirational leadership and constructive communication and authentic employee empowerment. Organizations must establish motivational leader development programs to build their core strength which leads to better organizational results and ongoing innovative advancement and increased employee dedication to their workplace.

5.1- The Relationship between Motivational Leadership, Psychological Well-Being, and Positive Organizational Behavior

The present research field of management and organizational behavior focuses on studying the connection between motivational leadership and positive organizational behavior and employee psychological well-being. The motivational leadership approach extends past basic managerial techniques because it combines psychological and emotional and practical motivation methods which help employees achieve better results and organizational value.

Through analysis, it can be argued that motivational leadership functions as a key enabling factor (Niswatin, 2024). The motivational leader works to identify employee needs while he actively builds their sense of value and belonging through decision-making opportunities and he supports their development of personal and team-based initiatives. The organizational system creates a positive workplace environment which allows employees to develop internal drive instead of following mandatory rules. The behavior of employees in positive organizational ways becomes evident because they decide to perform extra tasks which go beyond their regular duties by working with teammates and providing support when people require it and by developing new approaches to their work and by helping to make the workplace better.

Research shows that psychological well-being operates as an essential link between motivational leadership and the development of positive behaviors. Employees who

experience psychological satisfaction and emotional security, and who possess the psychological resources necessary to cope with pressures, are more capable of demonstrating flexibility and initiative and exhibit greater commitment to organizational goals (Hassan, Halliru, & Maiyaki, 2023).

The research shows that two systems work together to achieve results. The first system uses motivational leadership to build employee empowerment and psychological satisfaction. The second system drives employees to perform voluntary organizational citizenship behaviors through their feelings.

The research by Niswatin (2024) shows that motivational leadership exists as a system which depends on leaders' abilities to handle employee connections and their skills in recognizing work achievements and their capacity to build adaptable supportive workplaces. The actual success of motivational leadership becomes evident when employees achieve their personal mental health goals while producing beneficial outcomes for their workplace because these two results support one another. Employees who experience psychological satisfaction and empowerment will show higher levels of innovative positive work contributions because motivational leaders create environments which enable this behavior. The motivational leader takes responsibility for creating environments which enable employees to become innovative and positive contributors.

The research shows that motivational leadership produces different effects on organizational culture through its multiple impact channels. Leaders who continuously use motivational methods create workplaces where employees experience value and recognition which drives them to join organizational activities and take on extra duties. The organization shows this through individual achievements which combine with teamwork to build an enduring positive system in their workplace.

The relationship between motivational leadership and psychological well-being leads to positive organizational behavior through a dynamic model which shows how these leadership methods help employees feel better and more empowered at work. The current work relationship between these two employees enables them to reach their short-term goals while building a workplace based on trust and respect which will help the company develop new ideas and handle upcoming market changes. The organization needs to develop leaders with top-notch motivational abilities because this investment stands as a fundamental business requirement which unites staff wellness with operational success.

6- Study Recommendations

The researchers provide organizations and their leaders with operational guidelines which enable them to develop positive work environments that generate ongoing institutional success.

- Develop training programs for motivational leaders: Organizations need to create specialized training programs which teach leaders about employee psychological needs and recognition methods and motivation techniques and feedback delivery and innovation support. The training program develops leaders who can build sustainable workplace environments while teaching their teams to use positive organizational behavior.
- Strengthen a work environment supportive of psychological well-being: Organizations need to develop policies which protect employee mental health through their implementation of work-life balance programs and psychological support services and professional counseling and their delivery of equal recognition and reward distribution. The working environment enables staff

members to develop self-worth and independence which leads to higher workplace dedication and active participation.

- Institutionalize a culture of recognizing initiatives and positive behaviors: Organizations need to establish precise systems which identify and reward staff members who perform work that exceeds their standard responsibilities through their teamwork and process enhancement activities and creative solutions. The process creates a continuous exchange of positive motivational energy between leaders who support their employees through their dedication to the organization.
- Encourage role modeling and inspirational behavior by leaders: Leaders must show perfect behaviors which match organizational values and standards because workers follow these behaviors to build a unified organizational culture that promotes positive actions and strengthens employee connection to their work and their workplace.
- Enhance constructive communication and continuous empowerment: Organizations need to establish open communication systems which connect leadership members with their staff while they should create a supportive environment for creative expression of thoughts and suggestions and staff members should receive decision-making power based on their job duties. The process creates stronger personal dedication which transforms internal motivation into operational methods that generate better results for individuals and their teams.
- Measure the impact of motivational leadership on performance and psychological well-being: Organizations need to choose specific measurement tools which will track how motivational leadership affects both positive organizational behavior and employee mental health through job satisfaction assessments and commitment tracking and attendance monitoring and development program participation rates. The data allows organizations to enhance their current strategies while they achieve better success with their motivational leadership practices.

7- Conclusion

The core of organizational success depends on motivational leadership which creates an essential foundation for organizations to reach their performance targets while directing employee behavior toward institutional objectives. The tool functions as a strategic resource which helps people achieve their complete potential instead of performing basic management tasks for control and planning. Leaders who practice this leadership approach develop their understanding about what their staff members require both professionally and psychologically. Leaders in this style show their recognition through their actions which build workplace environments that support staff members to develop new ideas and take initiative and participate in organizational choices. The organizational characteristics enable staff members to gain empowerment together with workplace belonging which boosts their personal dedication to company targets thus creating conditions for positive organizational behavior to develop through staff member actions which go beyond their official duties.

The link between motivational leadership and positive organizational behavior becomes stronger because employees experience psychological well-being which serves as a core driving force and acts as a bridge between these elements. Staff members who find psychological contentment together with emotional stability and leadership backing will show more interest in supporting organizational goals through their work activities while they perform actions which surpass their normal duties. Organizations which provide leadership development and motivational support through feedback systems

allow their staff members to develop vitality and motivation which leads to improved psychological health and positive organizational behavior.

The workplace achieves sustainability because motivational leadership supports employee mental health through its establishment of a sustainable workplace which enables staff members to manage their daily work challenges. People who find higher levels of psychological contentment at work will demonstrate increased dedication to company rules while showing more readiness to collaborate with others and lead initiatives and their teamwork results will reach its highest point. Research from Arab and European studies shows that inspirational leadership methods which motivate staff members will create better employee relationships and boost their commitment to the organization while also improving their work satisfaction and their potential to perform organizational citizenship behavior.

The leadership approach of motivation functions as a vital link which connects staff psychological health to organizational success through its ability to drive staff members and meet their essential psychological requirements which leads to their increased dedication and active workplace involvement. Organizations need to invest in leader development programs which target motivational abilities because this investment will improve institutional performance and establish a motivating workplace and preserve organizational success through time.

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