Model of Leadership Style, Self-Efficacy, on Performance and Work Engagement as an Intervening Variable: A Literature Review

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Abstract: Purpose fill knowledge gaps in the literature on the relationship between leadership style, self-efficacy, work engagement, and performance, as well as to make theoretical contributions in the fields of management, and human resources by broadening understanding of the factors that influence individual performance in the work environment. The method used qualitatively using existing literature from related research results from reference sources found online. The number of articles as literature there are 25 articles related to the topic of this study, after which it is analyzed comparatively. It is illustrated that the three variables have the influence of one variable with another variable, namely leadership style with performance, self-efficiency with performance and through intervening work engagement variables even though there are only one research result. For the future, these and other variables derived from the literature can be continued and developed in follow-up research to fill existing gaps.

Keyword: Leadership Style, Self-Efficacy, Performance, Work Engagement

INTRODUCTION

In an era of globalization and increasingly fierce business competition, organizational management plays a very important role in achieving success and sustainable growth. One of the main factors affecting performance and productivity in an organization is effective leadership. In addition, the level of self-efficacy is also a key factor in determining the extent to which individuals can achieve goals and perform their tasks efficiently. According to (Daft, 2014; Hitt et al., 2019) Leadership style is one of the central elements in managing an organization. Every leader has a different leadership style, such as transactional, transformational, or laissez-faire (Avolio &; Bass, 2004; Yukl, 2012). Each leadership style has a different impact on team members' motivation and performance. Therefore, it is important to understand how different leadership styles can affect individual performance in organizations, not only leadership styles that play a role in improving individual performance (Yusuf et al., 2023). There is another factor that is not less important: self-efficacy, or the

individual's self-confidence in executing his tasks. A high level of self-efficacy can be a powerful driver in achieving outstanding performance. When an individual believes that he or she is capable of overcoming challenges and achieving goals, it paves the way to better performance.

According to (Schunk &; Pajares, 2002; Zimmerman, 2000) Self-efficacy, on the other hand, is an individual's belief in their ability to execute certain tasks. These beliefs can influence an individual's motivation, perception of challenge, and resilience in the face of adversity. An individual's level of self-efficacy can affect the extent to which they can achieve optimal performance in work them (Maddux, 2002). Work engagement is a concept that refers to the level of emotional, cognitive, and behavioral involvement of individuals in their work (Bakker &; Leiter, 2010). This engagement is believed to serve as a mediator in the relationship between leadership style, self-efficacy, and performance. However, how work engagement plays a role in connecting these three factors still requires further research (Bakker et al., 2011). We wanted to understand how work engagement can be the bridge that connects motivating leaders, strong self-efficacy, and brilliant performance. When a leader provides encouragement and establishes a supportive environment, individual self-efficacy grows, and work engagement increases, thus bringing better performance in the organization (Bakker &; Demerouti, 2008). But here lies an interesting question: how do leadership styles and self-efficacy interact in influencing individual performance? How do they work together to create a productive and competitive work environment? To answer these questions, we need to look deeper, and that's why this research is so important.

This research is not just an academic explanation. It is an attempt to provide a better understanding of how leaders and individuals in the organization can work together to achieve mutual success. We believe that the findings from this study can provide valuable guidance for managers and leaders in managing their teams more effectively and oriented towards superior performance. Goals fill a knowledge gap in the literature on the relationship between leadership style, self-efficacy, work engagement, and performance. This research will seek to provide deeper insight and a better understanding of the complexity of the interaction of these factors and also This research also aims to make theoretical contributions in the fields of management, organizational psychology, and human resources by broadening the understanding of the factors that influence individual performance in the work environment.

LITERATURE REVIEW
Leadership Style

That great people don't just show up. The theme of Carlyle's perspective was further developed by the American philosopher Sidney Hook, who focused on the influence of individuals who experience an event on that individual (Dobbins &; Platz, 1986). According to (Bass &; Riggio, 2006) transformational leadership style, one of the most famous leadership styles, according to (Hasibuan, 2008) leadership is Leadership is the way a leader influences the behavior of his subordinates to want to work productively to achieve organizational goals. Pancasila leadership is a leadership with the spirit of Pancasila, full of authority and power to bring and guide local people to the awareness of community and state life based on Pancasila and the 1945 Constitution. Influencing in leadership research, a comprehensive view of leadership concepts, including various leadership styles, and how leadership affects organizational performance (Yukl, 2012), leadership theory and linking it to practical applications in leadership skills development (Lussier &; Achua, 2019). According to (Northouse, 2021) leadership and leadership styles relevant to contemporary leadership studies, the development of inspiring leadership styles (Kouzes &; Posner, 2023).

The transactional leadership style consists of three parts; emergency expenses, management with exceptions (active) and emergency control (passive). The transaction manager controls the state system, rewards followers for clarifying performance expectations, and recognizes good performance. Transactional managers believe in contractual agreements as the primary motivator and using extrinsic rewards increases follower motivation (Bass, 1995). Positive outcomes are associated with transformational leadership at both the individual and organizational levels. Transformational leaders encourage their followers to meet higher needs such as self-actualization and self-esteem (Bass, 1995). Change leaders value their relationships with their followers and this is evident in individual considerations in satisfying one's needs for empowerment, achievement, better self-efficacy and personal development. However, leadership style does not include all factors that influence innovation (Cummings et al., 2010).

Self-Efficacy

According to (Bandura, 1997) Self-efficacy according to confidence in one's ability to perform the actions necessary to achieve a certain level of effectiveness. Self-efficacy is a belief in a person's ability to control motivation, behavior, and social circumstances. This cognitive self-evaluation affects all aspects of the human experience, including the goals set, the effort required to achieve the goals, and the tendency toward certain behaviors. In contrast to traditional psychological constructs, self-efficacy beliefs are estimated to vary depending on the domain of activity and the environment in which the behavior occurs.

Self-efficacy is a psychological term that describes a person's confidence in their ability to complete certain tasks or achieve set goals (Schunk & Pajares, 2002). According to (Hardianto et al., 2016) self- efficacy. perform at a certain level and control the state. negative impact on their lives, including self-efficacy. determine how people feel, think, and inspire behavior. confidence in a person about the ability to perform an action to achieve a predetermined goal, and can affect the situation well, and can overcome an obstacle (Nadia, 2023).

According to Bandura in (Supriyantini &; Nufus, 2018) divides self-efficacy into three categories: level, general, and strength as follows:
a) *Level Dimensions*; This dimension describes the level of difficulty of a given task. A person's level of acceptance and confidence in a task varies. The way each person sees things affects his perception. Task difficulty The perceived difficulty of the task. Human skills make a difference. It exists. consider the task difficult even though others consider it doable based on what these beliefs are and understand the task.
b) *Dimension of Generality*; This aspect refers to the extent to which a person is confident in his or her abilities in various task situations, ranging from activities that are usually performed or facing special circumstances that have never been performed, to complex and varied tasks or situations,
c) *Strength Dimension*; The strength of one's beliefs is a measure of strength. It is related to the ability he has to meet his needs. task or difficulty. It has to do with patience and. a person's determination to fulfill his obligations. Self-efficacy. Because of this experience, weak people tend to give up. When there is a difficult task ahead, it is difficult. However if. A person with high self-efficacy is a person who is stable and confident in his abilities. persistent in pursuing its mission. despite many difficulties and obstacles.

METHOD

This research uses qualitative methods by using existing literature from related research results from reference sources found online such as scholar, emerald, Elsevier, and others. The number of articles as literature there are 25 articles related to the topic of this study, after

which it is analyzed comparatively in a conclusion. The following will be illustrated articles that are used as literature in the table below:

Table 1. Distribution of Journals and Publishers

No	Article Name	Writer	Journal	Publisher	Year
1.	I Think I Can, I Think I Can: Brand Use, Self-Efficacy, and Performance	(Park & John, 2014)	Journal Of Marketing Research Vol. LI (April 2014), 233–247	American Marketing Association	2014
2.	IMPACT of Leadership Style on Organisation Performance: A Srategic Literature Review	(Igbaekemen, 2014)	Public Policy and Administration Research ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.4, No.9, 2014	Iiste	2014
3.	From Positive Orientation to Job performance: The Role of Work Engagement and Self-efficacy Beliefs	(Alessandri et al., 2015)	J Happiness Stud DOI 10.1007/s10902-014-9533-4	Springer	2015
4.	Effect of Leadership Style on Employee Performance	(Iqbal N, 2015)	Arabian J Bus Manag Review 2015, 5:5 http://dx.doi.org/10.4172/2223-5833.1000146	AJBMR	2015
5.	Enhancing Self-Efficacy and Performance: An Experimental Comparison of Psychological Techniques	(Wright et al., 2016)	RESEARCH QUARTERLY FOR EXERCISE AND SPORT http://dx.doi.org/10.1080/02701367.2015.1093072	Routledge, Taylor & Francis Group	2016
6.	The development and psychometric validation of the self-efficacy and performance in self-management support (SEPSS) Instrument	(Duprez et al., 2016)	JAN: RESEARCH METHODOLOGY: INSTRUMENT DEVELOPMENT	John Wiley & Sons Ltd	2016
7.	Budgetary participation and performance: the mediating effects of medical managers" job engagement and self-efficacy"	(Macinati et al., 2016)	Health Policy http://dx.doi.org/10.1016/j.healthpol.2016.08.005	Elsevier Ireland	2016
8.	A comprehensive survey of the relationship between self-efficacy and performance for the governmental auditors	(Su et al., 2016)	Su et al. SpringerPlus (2016) 5:508	Springer Plus	2016
9.	Women and Leadership: Selection, Development, Leadership Style, and Performance	(Gipson et al., 2017)	The Journal of Applied Behavioral Science 2017, Vol. 53(1) 32–65	Sagepub	2017
10.	The effect of occupational self- efficacy on work performance	(Çetin & Aşkun, 2018)	Management Research Review 2040-8269 DOI	Emerald Publishing	2018

			10.1108/MRR-03-2017-0062	Limited	
	through intrinsic work motivation				
11.	THE EFFECTS OF WORK ENGAGEMENT AND SELF-EFFICACY ON PERSONAL INITIATIVE AND PERFORMANCE	(Lisbona et al., 2018)	Psicothema ISSN: 0214-9915 ISSN: 1886-144X	Redalyc	2018
12.	Growing Followers: Exploring the Effects of Leader Humility on Follower Self-Expansion, Self-Efficacy, and Performance	(Mao et al., 2019)	Journal of Management Studies ••:•• 2018 doi:10.1111/joms.12395	John Wiley & Sons Ltd and Society for the Advancement of Management Studies	2019
13.	Role of Transactional Leadership Style upon Performance: Mediating Role of Culture	(Saeed & Mughal, 2019)	Journal of Managerial Sciences Volume XIII Number 01		2019
14.	The Effect of Leadership Style, Self-Efficacy and Employee Training on Employee Performance at the Sierra Leone Airport Authority	(Turay et al., 2019)	International Journal of Multicultural and Multireligious Understanding (IJMMU) Vol. 6, No. 2, April 2019		2019
15.	The Mediating Role of Job Satisfaction between Leadership Style and Performance of Academic Staff	(Jameel & Ahmad, 2020)	International Journal of Psychosocial Rehabilitation, Vol. 24, Issue 04, 2020 ISSN: 1475-7192		2020
16.	Transformational leadership, self-efficacy and performance of volunteers in non-formal voluntary service education	(Chan, 2020)	Journal of Management Development 0262-1711 DOI 10.1108/JMD-03-2020-0078	Emerald Publishing Limited	2020
17.	Sustainable Relationship Development between Hotel Company and Its Employees: Linking Job Embeddedness, Job Satisfaction, Self-Efficacy, Job Performance, Work Engagement, and Turnover	(Yu et al., 2020)	Sustainability 2020, 12, 7168; doi:10.3390/su12177168	MDPI	2020
18.	Understanding self-efficacy and performance of salespersons in Islamic banking	(Kaakeh et al., 2020)	Journal of Islamic Accounting and Business Research Vol. 11 No. 5, 2020 pp. 973-988	Emerald Publishing Limited	2020
19.	Modelling leadership and team performance: the moderation of politics and leadership self-efficacy	(Lin et al., 2020)	Total Quality Management, 2020	Routledge, Taylor & Francis	2020

			Group	
20.	Leadership Style and Performance of Employees	(Agarwal, 2020)	International Research Journal of Business Studies | vol. XII no. 01 (April - July 2019)	IRJBS	2020
21.	Indirect Relationship among Leadership Styles, Self-Efficacy and Academic Employees' Performance in Malaysian Online Distance Learning Higher Education Institutions	(Osman, 2020)	International Journal of Academic Research in Business and Social Sciences 10(8):1093-1104		2020
22.	Leadership style and performance in higher education: the role of organizational justice	(Khan et al., 2021)	International Journal of Leadership in Education https://doi.org/10.1 080/13603124.2020 .1854868	Routledge, Taylor & Francis Group	2021
23.	The effect of repeated high-fidelity in situ simulation-based training on self-efficacy, self-perceived leadership qualities and team performance: A quasi-experimental study in a NICU-setting	(Maenhout et al., 2021)	Nurse Education Today 100 (2021) 104849	Elsevier	2021
24.	Authoritarian leadership styles and performance: a systematic literature review and research agenda	(Pizzolitto et al., 2023)	Management Review Quarterly (2023) 73:841–871	Springer	2023
25.	Performance of village midwives in detecting neonatal emergency through self efficacy and work engagement as mediation: Cross-sectional study in Pamekasan Regency, Indonesia	(Uktutias et al., 2023)	Journal of Public Health Research	SAGE Publications	2023

Table 2. Article Categories by Subject

Num.	Article Name	Purpose	Findings	Recommendations
1.	I Think I Can, I Think I Can: Brand Use, Self-Efficacy, and Performance	Using brands can increase feelings of self-efficacy, which can result in better task performance. Studies 1 and 3 showed that students who took the difficult Graduate Note exam with an MIT pen performed better than those who used a	not everyone benefits from the use of the trademark; It depends on his implicit theory of the self. Users who adopted unit theory (also known as "entity theorists") showed greater self-efficacy and better task performance across all studies, while users who adopted unit theory (also	Variables used Brand Use, Self-Efficacy, and Performance

		regular pen, and students who drank water from a Gatorade cup during rigorous athletic practice performed better.	known as "incremental theorists") were not affected by Marcus.	
2.	IMPACT of Leadership Style on Organisation Performance: A Srategic Literature Review	discussing how leadership styles that affect how well followers or employees perform within organizations—where FOCUS is a Nigerian organization—is the missing piece.	The absence of truly conscious leaders in institutions such as politics, religion, business, organizations, and institutions of higher education. There is a critical need for leaders who are experienced, empathetic, sensitive, principled, and capable.	Variables used Leadership Style, Organisation Performance, SLR
3.	From Positive Orientation to Job performance: The Role of Work Engagement and Self-efficacy Beliefs	to test the reliability of a theoretical model describing the mechanism linking positive orientation (P-OR) to future employment outcomes on a sample of 388 male security personnel.	Consistent with conceptual model predictions, job performance partially mediates the relationship between P-OR and job performance. This mostly happens when people have high or moderate occupational self-efficacy beliefs; This is not the case when people have low levels of confidence. In addition, P-OR has a direct residual effect on job performance when work self-efficacy confidence is high or moderate, but not when work self-efficacy confidence is low. Taken together, these results suggest that work engagement and work self-efficacy beliefs are important mechanisms through which POS is converted into work performance.	The variables in this study are Job performance, Work Engagement, Self-efficacy Beliefs
4.	Effect of Leadership Style on Employee Performance	to understand how different leadership philosophies – autocratic, democratic and participatory – affect employee performance.	While democratic leadership is always useful, autocratic leadership is useful in the short term. In the long run, the most effective management method is inclusive and benefits employees.	Variables used Leadership Style, Employee Performance

5.		assessed the differences in six psychological efficacy enhancement (PET) techniques in terms of skill and self-efficacy (SE)	More than just modelling, goal setting, visual or motivational information, self-expression improves performance and enhances feedback. The most modern motivational sound advice. After adjusting for age, gender, achievement motivation, and self-esteem, increased change was associated with greater performance differences across all tasks.	The variables in this study are Self-Efficacy, Performance
	Enhancing Self-Efficacy and Performance: An Experimental Comparison of Psychological Techniques			
6.	The development and psychometric validation of the self-efficacy and performance in self-management support (SEPSS) Instrument	Manufacture and testing of Self-Efficacy and Self-Management Support (SEPSS) instruments.	A satisfactory fit index is expressed through confirmatory factor analysis of a six-factor structure. This shows the ability of to distinguish a subgroup. Self-efficacy and efficacy have high internal consistency (Cronbach's alpha). The correlation coefficient of the intra-vitro tests is satisfactory.	Variable use self-efficacy and performance in self-management support (SEPSS) Instrument with research results attached
7.	Budgetary participation and performance: the mediating effects of medical managers" job engagement and self-efficacy"	on the mediating role of psychological variables related to medical leader leadership, namely the leader's work commitment and the leader's self-efficacy in the relationship of participation and work performance	Health policies in many countries have supported the emergence of hybrid specialists and their work has been critical in the achievement of hospital organisational goals, with little attention paid theoretically and empirically to how hybrid roles can be supported by the hospital organisations they work for. The role of investment in the behavior of the medical manager is influenced by factors that can motivate his work performance.	The variables in this study are budgetary participation, performance, medical managers, job engagement, and self efficacy
8.	A comprehensive survey of the relationship between self-efficacy and performance for the governmental auditors	Guidelines for effective management aimed at improving the self-efficacy level of Taiwanese inspection agencies.	Professional awareness is positively influenced by audit experience and professionalism, and auditors' knowledge and skills can significantly enhance their professional judgment. In addition, we found that resource	The variables in this study are self-efficacy and performance for the governmental auditors

			allocation, problem-solving capabilities, and perceived capabilities can significantly affect performance.	
9.	Women and Leadership: Selection, Development, Leadership Style, and Performance	Gender-related findings from the literature of the past three decades relating to selection, development, leadership style, and effectiveness.	These include differences in the selection of female and male leaders, differences in aspects of leadership development by gender, evidence of similarities in leadership styles of female and male leaders (with a few exceptions), and similar outcomes for leaders of both sexes. It also becomes clear how important context is, whether it's the type of work, team structure, organizational culture, or industry. This report is intended for industry players and researchers	The variables used in this study are Selection, Development, Leadership Style, and Performance
10.	The effect of occupational self-efficacy on work performance through intrinsic work motivation	Find out with the help of longitudinal analysis what role professional self-efficacy plays in relation to intrinsic work motivation	Multilevel confirms our hypothesis, suggesting that professional self-efficacy and intrinsic motivation have a significant effect on performance, and intrinsic motivation acts as a partial mediator in this relationship.	Variables used self-efficacy on work performance

Through Intrinsic Work Motivation |
| 11. | THE EFFECTS OF WORK ENGAGEMENT AND SELF-EFFICACY ON PERSONAL INITIATIVE AND PERFORMANCE | Incorporating work engagement (NI) and self-efficacy as antecedents of PI and, consequently, performance, in Frese and Fay's (2001) model of personal initiative (PI) is a step towards performance improvement. | To test the idea that personal initiative plays a mediating role in work engagement and performance, PROCESS SPSS and macro structural equation modelling is used. The findings show that PI has an indirect impact on performance through WE. To test the idea that personal initiative plays a mediating role in work engagement and performance, PROCESS SPSS and macro structural equation modelling is used. The findings show that PI | Variables used with the results of the study attached |

				has an indirect impact on performance through WE.
12.	Growing Followers: Exploring the Effects of Leader Humility on Follower Self-Expansion, Self-Efficacy, and Performance	The self-development of followers is triggered by the humility of leaders, and this psychological shift increases the self-efficacy of followers, which improves the performance of their tasks. We further argue that when leaders and followers are of the same age and gender, the relationship between the leader's humility and followers' self-development is strengthened.	Using a lag response research design with 256 leader-follower dyads, we found support for our proposed model.	The results of the study are there with the variables used.
13.	Role of Transactional Leadership Style upon Performance: Mediating Role of Culture	To know the relationship between the overall management model and employee performance, and at the same time to know other environmental impacts of culture.	Hierarchical correlation and multiple regression are used to identify relationships between variables and test hypotheses. Culture was found to mediate the relationship between transactional leadership style and employee performance.	Research results and variables are attached in this article
14.	The Effect of Leadership Style, Self-Efficacy and Employee Training on Employee Performance at the Sierra Leone Airport Authority	Sierra Leone Airport Authority factors that affect employee performance. The study examined how leadership, self-efficacy, and training affect employee performance at the Sierra Leone Airport Authority.	1) Managerial style variables have a positive effect on employee results, regression coefficient of 0 and t-test value of 3; 2) educational variables have a positive effect on employee work performance, regression coefficient of 0 and t test value of 2; 3) self-efficacy variables negatively affect employee work performance, regression coefficient of 0 and t test value of 5; and 4) leadership style, education and self-esteem	Looking for influences between variables, according to the variables in this study, less work engagement variables
15.	The Mediating Role of Job Satisfaction between Leadership	to examine the impact of LS on academic staff (ASPs) in Iraq. Based	shows that the effects of LS, TFL and TSL are important in ASP. The	The results of the study with variables Job Satisfaction between

		on research it was revealed that LS and its components; Transformational Leadership (TFL) and Transactional Leadership (TSL) affect ASP. In addition, research proposes job satisfaction (JS) as a mediator between LS, TFL, TSL and ASP.	effects of LS, TFL, and TSL on ASP are partially mediated by JS. To improve JS among academic staff, decision makers are encouraged to implement TFL.	Leadership Style and Performance
	Style and Performance of Academic Staff			
16.	Transformational leadership, self-efficacy and performance of volunteers in non-formal voluntary service education	To determine whether self-efficacy has a significant mediating role in the relationship between transformational leadership and volunteerism according to intrinsic motivation theory. The study expands on the existing literature on transformational leadership in volunteer activities.	Volunteerism and transformational leadership are positively correlated. In addition, self-efficacy acts as a mediator in the relationship between volunteerism and transformational leadership.	The influence between variables in this study.
17.	Sustainable Relationship Development between Hotel Company and Its Employees: Linking Job Embeddedness, Job Satisfaction, Self-Efficacy, Job Performance, Work Engagement, and Turnover	To ascertain how hotel employees' work commitments affect job satisfaction levels, self-efficacy, intention to leave the industry, job performance, and work commitments.	Job satisfaction and self-efficacy both moderate the intention to leave one's job and increase commitment, performance, and job satisfaction to some extent. In addition, it was found that self-efficacy and job satisfaction were significant mediating factors.	Research variables with research results according to existing from the article.
18.	Understanding self-efficacy and performance of salespersons in Islamic banking	to investigate how sellers of Islamic banking products in the UAE think of themselves with respect to their organisation's reputation, market awareness, customer demand, self-efficacy, and value. In addition, it examines the mediating role of attention and self-efficacy efforts using the conceptual	Demanding customers positively affects awareness, work awareness positively affects self-efficacy, self-efficacy positively affects performance, and reputation positively affects self-efficacy and sales force performance. The study also highlights the mediating role of self-efficacy and mindfulness in the model.	The results of the research in the article are in accordance with the topic in this study.

		framework of social cognitive theory.		
19.	Modelling leadership and team performance: the moderation of politics and leadership self-efficacy	Explains how theories of social cognitive theory and team reflexivity have helped develop teamwork. In this model, group reflexivity serves as a mediator to link reflective leadership and autocratic leadership with team effectiveness.	The favourable correlation between conscious leadership and team effectiveness is mediated by team effectiveness. Team reflexivity and autocratic leadership correlate positively with politics. Autocratic leadership and team reflexivity, as well as conscious leadership and team reflexivity, are positively influenced by leadership self-efficacy.	Research model with leadership, performance and self efficacy variables
20.	Leadership Style and Performance of Employees	In the banking industry of the United Arab Emirates (UAE), an analysis of the relationship between leadership style and employee performance is being carried out.	Employee performance was significantly positively correlated with democratic and transformational leadership, with a p-value of 0.00, Pandlt; 0.05. The acceptable range for Cronbach's alpha is found to be between 0 and 7, or 0 and 0. To help achieve goals and improve employee performance, the banking sector has found that democratic leadership and flexible leadership styles are essential.	Leadership Style and Performance Variables
21.	Indirect Relationship among Leadership Styles, Self-Efficacy and Academic Employees' Performance in Malaysian Online Distance Learning Higher Education Institutions	to assess the reverse relationship between academic performance in the online distance learning collation in the online Malaysian language (ODL) and self-efficacy, skill style, and skills	Self-efficacy has a positive and significant effect on the relationship between leadership style and academic staff performance in online distance learning (ODL) colleges in Malaysia	Results of variables present in the study
22.	Leadership style and performance in higher education: the role of organizational justice	Utilize quantitative methods and data collected from university faculty to examine the mediating role of organizational fairness between employee performance and leadership styles	Between transformational leadership and worker performance, organizational fairness acts as a bridge. These findings prove the existence of partial mediation, and the effect of transactional leadership on worker	Research results from the variables Leadership Styles, Self-Efficacy and Academic Employees' Performance

		(transformational and transactional).	performance is similar.	
23	The effect of repeated high-fidelity in situ simulation-based training on self-efficacy, self-perceived leadership qualities and team performance: A quasi-experimental study in a NICU-setting	To determine whether simulation-based training affects self-efficacy, self-perceived leadership qualities, and team effectiveness in neonatal intensive care units.	High rigor resulted in significant improvements in self-efficacy (P < 0.001) and self-assessed leadership qualities (P < 0.001). The intervention did not lead to significant improvements in team performance (p = 0.209)	The results of the study are attached
24.	Authoritarian leadership styles and performance: a systematic literature review and research agenda	A systematic literature review with three objectives: (1) understand the influence of authoritarian leadership styles on outcomes, (2) look at the geographical and temporal evolution of scientific discourse, and (3) conduct research.	Authoritarian leadership styles are often associated with negative outcomes, reduced work climates, increased power distances, and centralized control; conflicting empirical evidence has appeared in the literature	Variable Leadership Styles and Performance
25.	Performance of village midwives in detecting neonatal emergency through self efficacy and work engagement as mediation: Cross-sectional study in Pamekasan Regency, Indonesia	analyze the effect of self-efficacy and work commitment on task performance in the work area of the Pamekasan Health Center.	Self-efficacy and professional commitment can help improve the performance of village midwives in identifying neonatal crises.	The three variables in this study are performance, self-efficacy, and work engagement

RESULTS AND DISCUSSION

From the elaboration of the findings above the literature, which is used in this article is clearly described, the findings will not be described in detail, as research from (Park & John, 2014) with research results not everyone benefits from the use of the trademark; it depends on his implicit theory of self, (Igbaekemen, 2014) Research findings The absence of truly conscious leaders in institutions such as politics, religion, business, organizations, and institutions of higher education. There is a critical need for leaders who are experienced, empathetic, sensitive, principled, and capable. The study of (Alessandri et al., 2015) states Consistent with the predictions of conceptual models, job performance partially mediates the relationship between P-OR and job performance. This mostly happens when people have high or moderate occupational self-efficacy beliefs; This is not the case when people have low levels of confidence. In addition, P-OR has a direct residual effect on job performance when work self-efficacy confidence is high or moderate, but not when work self-efficacy confidence is low. Taken together, these results suggest that work engagement and work self-

efficacy beliefs are important mechanisms through which POS is converted into work performance.

Studies from (Iqbal N, 2015) in the results of research stated Although democratic leadership is always useful, autocratic leadership is useful in the short term. In the long run, the most effective management method is inclusive and benefits employees. The results of the study from (Wright et al., 2016) state More than just modeling, goal setting, visual or motivational information, self-expression improves performance and improves feedback. The most modern motivational sound advice. After adjusting for age, gender, achievement motivation, and self-esteem, increased change was associated with greater performance differences across all tasks. Other studies from other literature relating to these three variables include (Duprez et al ., 2016), (Macinati et al., 2016), (Su et al., 2016), (Gipson et al., 2017), (Çetin &; Aşkun, 2018), (Lisbona et al., 2018), (Mao et al., 2019), (Saeed &; Mughal, 2019), (Turay et al., 2019), (Jameel &; Ahmad, 2020), (Jameel & Ahmad, 2020), (Chan, 2020), (Yu et al., 2020), (Kaakeh et al., 2020), (Lin et al., 2020), (Agarwal, 2020), (Osman, 2020), (Khan et al., 2021), (Maenhout et al., 2021), (Pizzolitto et al., 2023), and (Uktutias et al., 2023).

The findings of the article above illustrate from the literature used in this study and from the many findings above, the article (Uktutias et al., 2023) represents three existing variables found where the purpose of the study is to analyze the effect of self-efficacy and work commitment on task performance in the work area of the Pamekasan Health Center, and the results of the study Self-efficacy and professional commitment can help improve the performance of village midwives in identifying neonatal crises.

CONCLUSION

From the research results above, it is illustrated that the three variables have an influence on one variable with another variable, namely leadership style with performance, self-efficacy with performance and through the intervening variable work engagement even though there is only one research result that is the same. In the future, these variables and other existing variables from the literature can be continued and developed in further research to fill existing gaps.

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