



## Original Research Article

# The Impact of Transformational Leadership on the Effectiveness of Human Resource Management – the Mediating Role of Organizational Atmosphere and Organizational Change

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## ABSTRACT

There are many factors that affect the effectiveness of human resource management, among which the leadership style of a leader is closely related to the effectiveness of human resource management. This article focuses on three very important variables: transformational leadership style, organizational atmosphere, and organizational change, and then constructs a basic framework with transformational leadership style as the independent variable, organizational atmosphere and change as the mediating variables, and human resource management efficiency as the dependent variable.

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## **Introduction**

The current personnel system in Chinese universities has problems such as outdated concepts, insufficient system flexibility, and structural defects. So as to address these problems, it is necessary to study them in the light of human resource development. The efficiency of resource management is receiving increasing attention. This thesis explores the impact of a typical Western leadership style, transformational leadership, on the efficacy of human resource management in the Chinese context. At the organizational level, organizational atmosphere reinforces the environment that supports HRM, while domestic research in this area is limited to micro or single perspective effects on human resource management effectiveness. Moreover, the mediating role of organizational atmosphere on leadership style and strategic human resource management efficacy still needs further research. Furthermore, organizational change is an essential antecedent variable that shapes or facilitates organizational atmosphere. This research explores the strength of organizational change based on the characteristics generated by organizational change, and investigates its relationship mechanism with leadership style, organizational atmosphere, and human resource management efficiency. This is greatly significant for increasing human resource management efficiency.

## **Research Questions**

The core research questions are as follows:

Q1: What is the connection between transformational leadership style and the effectiveness of HRM?

Q2: Does transformational leadership style ultimately affect the efficacy of human resource management through organizational atmosphere and change?

Q3: What is the structural equation model of how transformational leadership style affects the efficacy of HRM?

## **Research Objectives**

Objective 1: Focusing on transformational leadership style, this study explores the impact of leadership style on the efficacy of human resource management.

Objective 2: Analyzing the impact of leadership behavior on organizational behavior with a focus on transformational leadership style, that is, exploring the association between transformational leadership style and the effectiveness of human resource management via organizational level variables like organizational atmosphere and organizational change.

Objective 3: Construct a comprehensive model using transformational leadership style to research into the connection between transformational leadership style and organizational behavior variables like organizational atmosphere, organizational change, and human resource management effectiveness.

### Hypotheses of Research

H1:Transformational leadership exerts a clearly positive impact on organizational atmosphere;

H2:Transformational leadership wields a distinctly positive effect on organizational change;

H3:The organizational atmosphere exercises a obviously positive influence on the efficacy of human resource management;

H4:Organizational change has a significantly positive impact on human resource management efficacy;

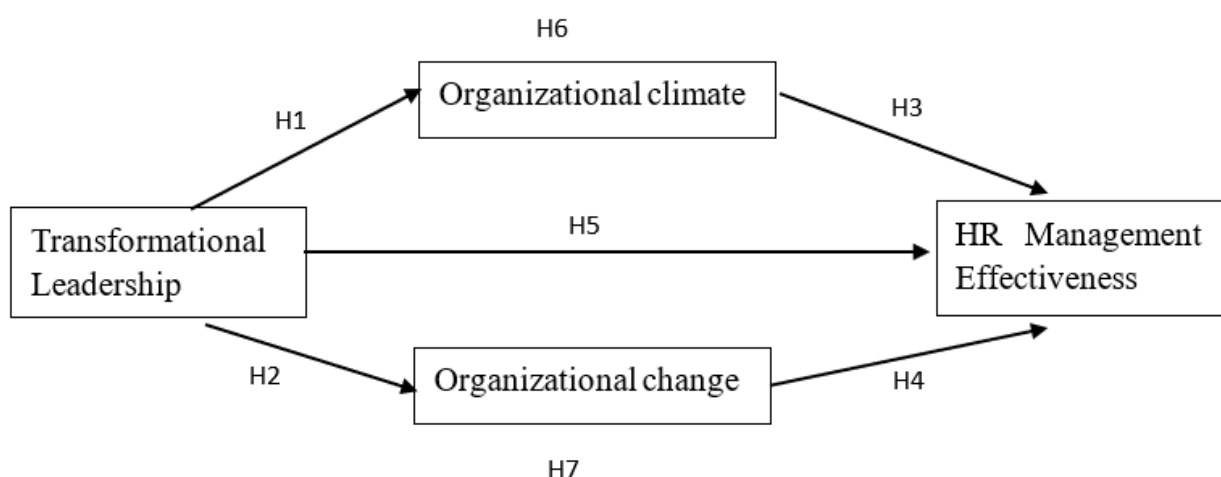
H5:Transformational leadership exerts a apparently positive influence on the efficacy of human resource management;

H6:The organizational atmosphere serves a mediating role in the effect of transformational leadership on the efficacy of human resource management;

H7:Organizational change takes on a mediating role in the influence of transformational leadership on the efficacy of human resource management; There is an apparently positive impact of Public Welfare Education on Perceived Behavioral Control.

### Conceptual Framework

This research framework contains four variables, the specific relationships include: 1. The impact of transformational leadership on the effectiveness of human resource management; 2. The impact of transformational leadership on organizational climate; 3. The impact of transformational leadership on organizational change; 4. The influence of organizational climate on the effectiveness of human resource management; 5. The impact of organizational change on the effectiveness of human resource management; 6. The parallel mediating effect of organizational climate and organizational change on transformational leadership and HRM. The details are shown in Figure 1.



**Figure 1** Conceptual Framework

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**Literature Review****1. Research on Transformational Leadership**

Transformational leadership was primarily proposed by Downton in his 1973 book "Rebel Leadership" (Zhang Jianping, 2014) In 1978. Burns formed the initial notion of transformational leadership in "Leadership Theory". He believes that leadership can be divided into two kinds: transformational leadership and transactional leadership. The research on the mechanism of transformational leadership behavior mainly focuses on its impact on individual employees, organizations, and teams. Zhong Lifeng et al. (2013) researched on the relationship between transformational leadership and staff job performance using employee psychological capital and traditionalism as mediating variables. The results implied that transformational leadership exercised a great impact on staff psychological capital. Liu Jingjing et al. (2013) empirically studied the mediating mechanism of employee psychological empowerment between transformational leadership and staff creativity in Chinese context. Chen Xiaohong et al. (2012) focused on leaders of small and medium-sized enterprises and explored the link between transformational leadership, organizational learning, innovation capability, and corporate performance. Wang Zhen et al. (2013) adopted a multi-level research approach to investigate the impact mechanism of transformational leadership behavior on team attitudes and the mediating role of team learning, while exploring the contingency factors between transformational leadership and team learning.

**2. Research on Organizational Atmosphere**

The proposed organizational climate is mainly used to study the influence of organizational environment on individual behavior. Halpin A (1966) once made a very apt analogy: personality is to the individual what organizational climate is to the organization. Only by understanding the situation in which the behavior is generated can we truly understand human behavior. duan Jin Yun (2014) et al have made efforts on the conceptual definition, analysis level and measurement of organizational atmosphere according to different research situations. The concept of organizational climate comes from the study of group climate proposed by Kurt Lewin K (1939), who believes that the similar part of the personal feelings of the members of an organization about the organization consists of nine dimensions: structure, responsibility, reward, risk, warmth, support, standard, conflict and identity. Later, scholars' studies on organizational climate can be roughly summarized into three categories: From the perspective of wholeness, organizational climate is regarded as an overall attribute of an organization and defined as the enduring characteristics of the organization or environment perceived by organization members (Schneider B & Bartlett CJ, 2010).

Current research on organizational climate can be roughly divided into the following categories: organizational climate and employee behavior research, organizational climate and business management research, organizational climate and corporate culture research, organizational climate and leadership style research. For example, Gu Yuandong et al.(2014) empirically studied the relationship between organizational climate, perceived successful experience and innovation effectiveness of knowledge workers based on cognitive theory and psychology.

**3. Research on Organizational Change**

Organizational change originated in the 1940s. Ju Lei (2012) believes that organizational change is the process of thinking, action, and other reforms carried out by an organization to achieve specific goals. This process is composed of multiple non independent events and is a

systematic process facilitated by the collaboration of multiple elements inside and outside the organization. Research on organizational change mainly focuses on the following two aspects. First, the impact of organizational change on employees. For example, Dong Tiantian et al. believe that when the organization is in the process of change, the working environment of employees is uncertain and unstable, and this sense of uncertainty will make employees feel insecure (Dong Tiantian et al., 2019). Secondly, organizational change is closely related to leadership style. Organizational leaders occupy a role in organizing and driving the process of change, and their organizational as well as driving forces are key factors in succeeding change (Wang Hui, 2008; Battilana 2010). Many studies (e.g. Andrews, Cameron & Harris, 2008) have found that organizational leadership accounts for 70-90% of all factors involved in organizational change.

### Research Methodology

#### 1. Questionnaire development process.

The original version of the questionnaire came from two sources: a literature review and an in-depth interview. Among the in-depth interview subjects, senior leaders of three universities, leaders of secondary colleges and leaders of human resource management departments in Garze Tibetan Autonomous Prefecture were selected. The interview outline was designed through literature review, and individual interviews and focus group interviews were conducted according to the interview outline, and the interview data were coded and sub-analyzed by manual coding. Finally, it constructs the influence of transformational leadership style on the effectiveness of human resource management. The interview outline is shown in Table 1. According to the interview outline, this study conducted in-depth interviews with 15 interviewees. The formal interview outline consists of 6 questions. All questions are open-ended and the order of questions is fixed, but the questions can be adjusted slightly based on the respondent's responses to get a more accurate answer.

**Table1** Interview Outline

Number	Questions
1	What are your main responsibilities at your school?
2	What do you know about human resource management in your school?
3	What do you think about the effectiveness of human resource management in your school?
4	What measures have been taken to polish up the effectiveness of human resource management in your school?
5	What do you think about the effectiveness of these measures?
6	What support do you think is needed so as to increase the effectiveness of human resource management in your school?

In this study, the researcher coded and labeled the interview data of the interviewees, marking a total of 1340 labels, then conceptualized these labels, extracted 76 initial concepts, and finally summarized 4 large categories and 8 small categories according to these concepts.

Then, the quantitative research phase adopts the questionnaire survey method. In the quantitative research, first of all, the variables in the conceptual model are determined, and the preliminary questionnaire is designed according to the conceptual model with reference to relevant literature. Then, all items of the scale were evaluated by 5 experts to form a formal questionnaire. The content validity of the questionnaire was firstly examined by IOC before the distribution of the questionnaire, this study invited five senior experts in the ear of management to rate the content validity of the questionnaire, and revised the questionnaire according to the rating results, which suggested that the questionnaire had a good content validity.

Finally, the author compiled a 56-question questionnaire on the use of short video among college students. This questionnaire is divided into two parts: the first part is about the personal background of the respondents, such as age, gender, education level, professional title, marriage, fertility status, etc.; The second part is the investigation of the leadership style and the effectiveness of human resource management, including leadership style, the effectiveness of human resource management, organizational climate and organizational change. To ensure sufficient reliability and validity of the scale, three or more measurement items were used for all variables in this study, and a 5-point Likert scale (1-5: Strongly disagree - strongly agree) was designed.

## 2. Sample and Data Collection

The target group of this study is all teachers in three universities in Ganzi Prefecture, China. According to Yamane formula, there are 1721 teachers in the three universities. No less than 324 questionnaires need to be collected in this study, and a total of 350 questionnaires have been distributed in this study. The statistical outcomes are revealed in Table 2.

**Table2** Sample Characteristics Description

Variables	Options	Frequency	Percentage
Educational level	Undergraduate	228	70.2%
	Master's Degree	58	17.8%
	PhD	39	12.0%
Gender	Male	155	47.69%
	Female	170	52.31%
Age	Under25	11	3.4%
	26-30	51	15.7%
	31-35	62	19.1%
	36-40	92	28.3%
	41-45	44	13.5%
	46-50	45	13.8%
	Above51	20	6.2%
	Management	30	9.2%
Job post	Teaching	197	60.6%
	Teaching and Management	68	20.9%
	Others	30	9.2%
	Teaching Assistant	17	5.2%
Professional Title	Lecturer	246	75.7%
	Associate Professor	50	15.4%
	Professor	12	3.7%

### 3. Data analysis

The data analysis program for this survey consists of two main parts: qualitative and quantitative data analysis. In qualitative analysis, EXCEL is mainly used for manual coding. There are two steps in quantitative data analysis. The first is the pre-test, followed by the formal test. The pre-test mainly examines the content validity and structure validity of the questionnaire. SPSS software was used to analyze 325 questionnaires for demographic analysis, descriptive statistical analysis and variable correlation analysis. The variables were analyzed for validity by CFA using AMOS.

## Results

### 1. Reliability Analysis

The questionnaire was revised according to Chapter 3 with the test results to get the final questionnaire. Cronbach's  $\alpha$  value is generally used, and a Cronbach's  $\alpha$  coefficient value of 0.7 or more is best, and between 0.6 and 0.7 is an acceptable standard. The outcomes of the variable reliability test are revealed in Table 3, and the Cronbach's  $\alpha$  values of the four variables are all much more than 0.7, showing that the reliability of each variable is good.

**Table 3** Reliability Test Results

Variable	Items	Cronbach's Alpha
Organizational climate	OC2、 OC3、 OC4、 OC5、 OC7、 OC8	0.881
Human resources management effectiveness	HME1-13	0.870
Organizational change	ORC2、 ORC3、 ORC5、 ORC7、 ORC8	0.880
Transformational Leadership	TRL1-24	0.907

### 2. Correlation Analysis Between Variables

In this research, Pearson connection coefficient was exploited to explore the link between variables. Generally, Pearson is represented by  $r$ . The absolute value of  $r$  is close to 1, the link between variables becomes stronger; less than 0.3 indicates weak or irrelevant (Whetten & Mackey, 2002). The outcomes of the correlation analysis are illustrated in Table 4.

**Table 4** Correlation Analysis Between Variables

	1	2	3	4	5	6	7	8	9
1. Gender	1								
2. Age	-0.014	1							
3. Educational level	0.079	0.101	1						
4. Job	0.03	-0.045	0.029	1					
5. Professional title	-0.009	.449**	.134*	-0.108	1				
6. OC	0.05	0.09	-0.025	0.017	0.048	1			
7. HME	-0.09	0.027	-0.068	-.129*	0.003	.340*	1		
8. ORC	-.124*	0.093	-0.017	-0.005	0.009	.366*	.427**	1	
9. TRL	-0.058	-0.049	-0.064	-0.067	-0.03	.474*	.495**	.533*	1

Note: \*. Connection is of significance at the 0.05 level (2-tailed).

\*\*. Connection is of significance at the 0.01 level (2-tailed).



As shown in Table 4, the four variables are correlated with each other, and OC and HME ( $r=0.340, p<0.01$ ) significantly correlated; OC and ORC ( $r=0.366, p<0.01$ ) significantly correlated; OC and TRL ( $r=0.474, p<0.01$ ) significantly correlated. HME and ORC ( $r=0.427, p<0.01$ ) significantly correlated, and HME and TRL ( $r=0.495, p<0.01$ ) significantly correlated, ORC and TRL ( $r=0.533, p<0.01$ ) significantly correlated. The significant correlation between the study variables lays the research foundation for the next SEM.

### 3. Validity Test

Validity tests in this section include convergent validity and discriminant validity. In this study, validated factor analysis was also carried out on organizational climate, organizational change, transformational leadership, and human resource management effectiveness to test the individual scales and convergent and discriminant validity. The specific model fitting criteria can be seen in Table 5.

**Table 5** Organizational Climate Measurement Model Fitting Results

Fitness Index	Range of values and model acceptance criteria		Fitted Value
X <sup>2</sup> /Df	<5 good	<3 Excellent	0.623
RMSEA	<0.08 good	<0.05 Excellent	0
GFI	>0.8 good	>0.9 Excellent	0.994
AGFI	>0.8 good	>0.9 Excellent	0.987
NFI	>0.8 Good	>0.9 Excellent	0.994
CFI	>0.8 Good	>0.9 Excellent	0.999
TLI	<5 good	<3 Excellent	0.998

In this study, confirmatory factor analysis was used to investigate the structural validity of the model. It can be seen from Table 5 that in the absolute fit index, the value of  $\chi^2/DF$  is 0.623, which is far less than 3, indicating an ideal fit. The RMSEA value is 0, less than 0.08, and the fit is ideal. The GFI was 0.994, greater than 0.8, and the adaptation result was good. The AGFI was 0.987, greater than 0.9, and the adaptation result was good. In the value-added fit index, GFI is 0.999, TLI is 0.998, NFI is 0.994, all of which are greater than 0.8, and the fit result is ideal. Therefore, based on the model complexity and sample size, the fitting results are acceptable, and the model has ideal structural validity.

### 5. Confirmatory Factor Analysis of Data (CFA)

A statistical method called confirmatory factor Analysis (CFA) is used to check the feasibility of the proposed factor structure or model. The CFA results of the formal survey data of 325 valid questionnaires are shown in table 6. The results show that the measurement model is very suitable.



**Table 6** Confirmatory Factor Analysis (CFA)

Variables	Items	Un-std.	S.E.	C.R.	Std.	SMC	CR	AVE	P
Organization al climate	OC2	1			0.717	0.514			
	OC3	1.027	0.082	12.492	0.745	0.555	0.881	0.553	***
	OC4	1.121	0.085	13.14	0.787	0.619			***
	OC5	0.945	0.08	11.821	0.704	0.496			***
	OC7	1.074	0.085	12.68	0.757	0.573			
	OC8	1.034	0.083	12.536	0.748	0.56			***
Organization al change	ORC2	1			0.753	0.6	0.879	0.594	
	ORC3	1.076	0.078	13.758	0.782	0.621			***
	ORC5	1.001	0.075	13.291	0.756	0.571			***
	ORC7	1.099	0.079	13.869	0.788	0.611			***
	ORC8	1.04	0.076	13.627	0.774	0.567			***
TM	HME4	1			0.75	0.586	0.889	0.617	***
	HME5	1.032	0.075	13.832	0.776	0.625			***
	HME6	1.125	0.078	14.5	0.812	0.592			***
	HME7	1.059	0.077	13.76	0.772	0.576			***
	HME8	1.135	0.078	14.542	0.814	0.575			***
PM	HME9	1			0.778	0.679	0.89	0.619	***
	HME10	1.033	0.068	15.19	0.811	0.658			***
	HME11	1.046	0.068	15.468	0.824	0.605			***
	HME12	0.973	0.069	14.063	0.758	0.663			***
	HME13	0.973	0.069	14.076	0.759	0.597			***
LS	HME1	1			0.77	0.659	0.819	0.601	***
	HME2	0.978	0.078	12.556	0.791	0.603			***
	HME3	0.964	0.078	12.367	0.765	0.563			***
MM	TRL1	1			0.791	0.626	0.919	0.589	***
	TRL2	0.923	0.062	14.932	0.765	0.586			***
	TRL3	0.977	0.065	15.061	0.771	0.594			***
	TRL4	0.956	0.062	15.424	0.785	0.617			***
	TRL5	0.881	0.062	14.309	0.74	0.547			***
	TRL6	0.931	0.062	14.908	0.764	0.584			***
	TRL7	0.956	0.064	14.902	0.764	0.584			***
	TRL8	0.936	0.063	14.805	0.76	0.578			***
VI	TRL9	1			0.743	0.551	0.865	0.563	***
	TRL10	1.041	0.079	13.171	0.771	0.595			***
	TRL11	0.944	0.077	12.313	0.72	0.519			***
	TRL12	0.946	0.074	12.735	0.745	0.555			***
	TRL13	1.046	0.08	13.155	0.77	0.593			***
	TRL14	1			0.765	0.585	0.886	0.564	***
	TRL15	1.029	0.074	13.97	0.771	0.595			***
PC	TRL16	0.893	0.07	12.674	0.706	0.499			***
	TRL17	1.044	0.074	14.134	0.78	0.608			***
	TRL18	0.961	0.073	13.2	0.733	0.537			***
	TRL19	1.012	0.075	13.49	0.747	0.559			***

Note: Adapted from Amos software. \* $p < 0.1$ , \*\* $p < 0.05$ , \*\*\* $p < 0.01$ .

### 5. Path Analysis and Testing Of Key Hypotheses.

In the qualitative analysis, the relevant hypotheses of transformational leadership, organizational climate, and organizational change exerting a direct impact on the HRME are proposed. In order to test these relevant direct hypotheses, the structural equation analysis software AMOS was used in this study, specifically using the maximum likelihood method. The analysis findings are shown in Table 7, and it can be noticed that the fitting outcomes of the structural equation model meet the standards.

**Table 7** Path Analysis and Direct Hypothesis Testing Results

Hypothesis	Path	Significance Estimation of Parameter					Hypothesis Result
		Un-std.	S.E.	t-value	P	Std.	
H1	TL-OC	1.067	0.16	6.667	***	0.614	Support
H2	TL-ORC	1.256	0.175	7.169	***	0.699	Support
H3	OC-HME	-0.068	0.074	3.92	***	0.108	Support
H4	ORC-HME	0.045	0.088	3.511	**	0.1	Support
H5	TL-HME	1.338	0.269	4.983	***	0.496	Support

Note. Adapted from Amos software. \*P<0.05\*, \*\*P<0.01, \*\*\*P<0.001.

The findings of the path exploration are revealed in the Table 7. The results showed that paths TL-OC (0.614, P<0.01), TL-ORC (0.699, P<0.001) and OC-HME (0.108, P<0.01), ORC-HME (0.10, P<0.05), TL-HME (0.496, P<0.01) was less than the 0.05 criterion. The research indicates that transformational leadership exercises a significant positive impact on organizational climate, and H1 is supported, and transformational leadership exerts a profound effect on organizational change, and H2 is supported. Organizational climate exerts a long-lasting influence on the HRME, and H3 is supported. Organizational change exerts a significant positive influence on the HRME, and H4 is supported. Transformational leadership exerts an important positive effect on the HRME, and H5 is supported.

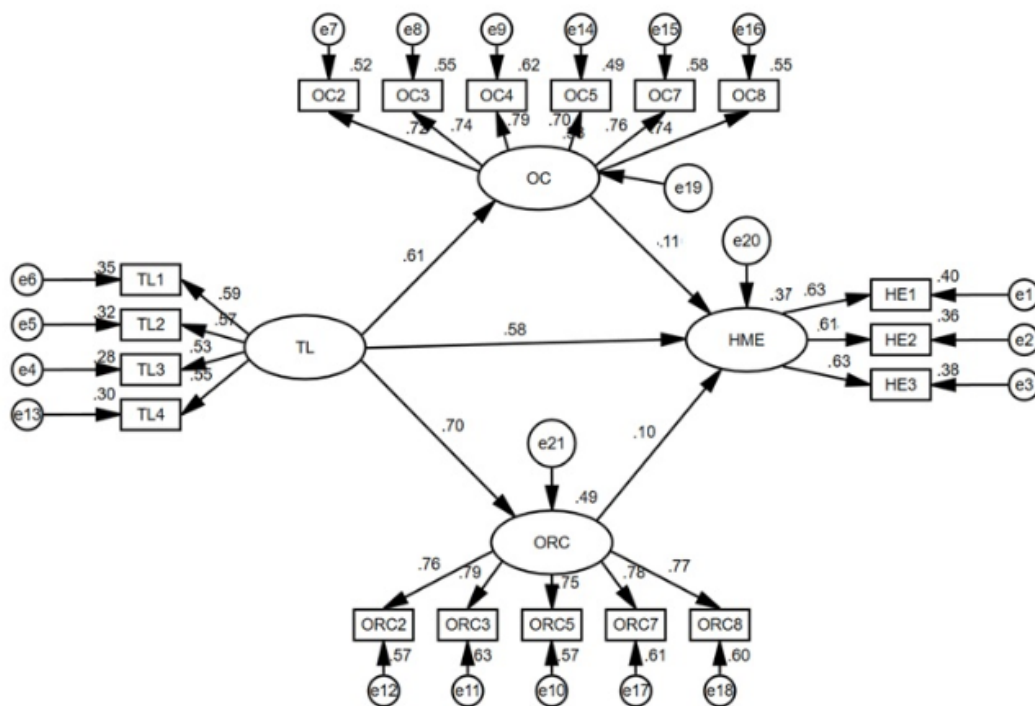
### 6. Test of Parallel Mediating Effects.

In the qualitative analysis, this study proposes the parallel mediating utility of organizational climate and organizational change between transformational leadership and HRM effectiveness. In order to test the parallel mediating effect of organizational climate and organizational change, the maximum likelihood estimation method and the BOOTSTRAP method were exploited to repeat the sampling 2,000 times as suggested by Preacher and Hayes. Confidence intervals and bias correction intervals were set at 95% to examine the mediating effects of organizational climate (OC) and organizational change (ORC) between Transformational leadership (TL) and human resource management effectiveness (HME), respectively. Finally, the confidence intervals as well as the upper and lower deviation correction intervals and two-tailed significance were checked to see if they contained 0. The findings of the test are revealed in Table 8 and Figure 2.

**Table 8** Mediation Effect Test Results

Paths	Estimate	Bootstrapping			
		BC 95% CI		PC 95% CI	
		Lower	Upper	Lower	Upper
Total Effect					
TL-HME	0.711	0.884	1.075	0.889	1.08
standard Direct Effect					
TL-HME	0.583	0.747	1.267	0.762	1.29
standard Indirect Effect					
TL-OC-HME	0.066	0.231	1.175	0.245	1.18
TL-ORC-HME	0.062	0.244	1.166	0.249	1.121

Note. Adapted from Amos software. \* $P < 0.05$ , \*\* $P < 0.01$ , \*\*\* $P < 0.001$ .

**Figure 2** Structural Equation Model

According to the findings of the standardized total effects test revealed in Table 4.30, the 95% confidence interval of the path TL-HME ( $\beta = 0.711$  [0.884, 1.075]) overall effect doesn't contain 0, indicating that the whole effect exists and that it brings a vital and positive effect of Transformational leadership on HRME.

According to the test results of standard direct and indirect effects, the direct effect of path TL on HME ( $\beta = 0.583$ , [0.747, 1.267]) was significant, indicating the existence of mediating effect.

According to the standard indirect effect test, the confidence intervals for the indirect effect of path TL-OC-HME ( $\beta=0.066$ , [0.231, 1.175]) and the indirect effect of TL-ORC-HME ( $\beta=0.062$ , [0.244, 1.166]) did not contain zero, indicating that OC and OCR play a mediating role in the image of TL on HME. H6 and H7 were supported.

## Discussion

Based on the grounded theory, this study conducted in-depth subjective interviews with 13 senior leaders and human resources departments of universities, and coded the interview data into three levels. Then, two interview data were used to test theoretical saturation, and two test procedures of participants and non-participants were used to explore the reliability and validity of qualitative research. The theoretical model of this study was abstract. Finally, corresponding measurement items were designed for each variable according to the mature measurement scales of existing scholars and the data analysis results of expert interviews. The initial questionnaire was formed and 325 valid questionnaires were collected. On this basis, this study analyzes the impact of transformational leadership on human resource performance, and studies the relationship between transformational leadership style and human resource performance with transformational leadership style as the independent variable and organizational climate and change as the intermediate variable, and provides guidance for the development of leadership behavior theory and the improvement of HRME in Chinese universities.

The results show that transformational leadership has a lasting impact on organizational climate and organizational change, and has an important positive impact on human resource performance. H1, H2 and H5 results are supported. Both organizational climate and organizational change have a significant positive impact on human resource performance, and the results of H3 and H4 are supported. In addition, according to the results of standard direct effect and indirect effect tests, supported by H6 and H7, organizational climate and organizational change play an intermediary role between transformational leadership and the effectiveness of human resource management. Specific conclusions are as follows:

1. Leadership style has an important impact on the efficiency of human resource management.

Most of the existing research on leadership style is based on individualism and rarely involves research positions in the field of cultural values. In fact, all aspects of leadership style, leadership ability and leadership connotation are influenced by culture. This paper considers studies from different cultural backgrounds and investigates the relationship between transformational leadership and human resource management originating from the West, suggesting that transformational leadership has lasting positive effects on performance management, talent management, and employee efficiency.

2. Transformational leadership has an important impact on organizational climate and human resource management efficiency.

It is generally believed that the influence of leadership style on human resource performance is affected by situational factors and leadership factors. On this basis, this study further develops the correlation theory of leadership style and its influencing variables based on local context, concretises transformational leadership, selects comprehensive influencing variables for research, and further proves the influence of leadership style on organizational climate. At the same time, organizational climate promotes the efficiency of human resource

management. The management style of the organizational climate dimension has a lasting impact on the talent management, performance management and leadership of the efficiency dimension of human resource management.

3. Organizational change, as a situational factor, can partially mediate the relationship between transformational leadership and organizational performance.

Organizational change has a lasting impact on performance management, talent management and leadership in the effectiveness dimension of human resource management. Organizational change is often accompanied by inefficient employee performance behaviors, such as decreased performance and increased willingness to resign. The main reason for this is the human factor. Different leadership styles lead to different organizational change decisions, so organizational change is a leadership problem, not a management problem. This paper uses structural equation model to verify the hypothesis of the mediating effect of organizational change between transformational leadership and human resource management effectiveness. From the perspective of organizational development and personnel growth, the effectiveness of human resource management provides a good reference for the changes brought about by organizational change. Taking the effectiveness of human resource management as the starting point, the change of employee performance in the process of organizational change is explained.

### **Recommendation**

1. Inspiration on Promoting the Efficiency of Human Resource Management in the Light of Leadership Style.

Excellent enterprise leaders and leadership styles can directly affect employees' work attitudes and behaviors, stimulate their wisdom and potential, improve their work efficiency and quality, and thus achieve the ultimate strategic goals of enterprise management. A good enterprise can survive for a long time, and leadership is the core and soul, which plays a crucial role in the personal growth of employees and the growth of the enterprise. In China, the traditional "official-centered" consciousness has been deeply rooted in the hearts of many citizens. Leaders in organizations often focus too much on power and don't respect grassroots employees, which has greatly affected the development of Chinese universities. With the general change of the national environment, especially the change of the consciousness and concept of university employees, the leadership style should also be adjusted accordingly in time.

2. Inspiration on Improving the Efficiency of Human Resource Management in the Light of Organizational Atmosphere and Organizational Change.

Organizational climate is the shared perception or cognitive similarity between individuals within an organization, which is influenced not only unilaterally by the leader, but also by the perception of employees. From the perspective of the influence of organizational culture or national culture on the organizational atmosphere, if we completely ignore the traditional ethical culture, it is not advisable to forcibly introduce advanced western management concepts when our employees have not fully accepted the modern education culture.

Compared with organizational culture, organizational atmosphere has a greater impact on employees' personal motivation and behavior. Organizational culture has the overall level of the organization, and organizational atmosphere can deal with the problem of employees'

psychological belonging on the surface of the organization, so as to feel the realization of organizational culture to mobilize employees' enthusiasm for work in a short time, encourage the overall elaboration of organizational atmosphere, and extend to the impact on organizational culture. Therefore, for leaders, in order to improve the overall efficiency of the organization, they should first start with the organizational atmosphere and go to a deeper level of organizational culture through the improvement of the organizational atmosphere, which puts forward requirements for organizational change. Generally speaking, universities with high intensity of organizational change have a greater impact on the organizational climate and are more conducive to the positive impact of HRME. The structural equation model of the relevant variables in this paper confirms this. Based on the mediation mechanism of leadership style on HRME in the research conclusion, in order to improve the efficiency of enterprise human resource management, it is possible to change the organizational atmosphere of university employees and their insight into the characteristics of organizational change at the organizational level, especially starting from organizational change, to change the characteristics of organizational change. Thus, it affects the organizational atmosphere and finally achieves the purpose of improving the efficiency of human resource management.

Of course, organizational climate and organizational change characteristics only play a mediating role in the association between leadership type and HRME. When implementing organizational changes, leadership styles must be matched to maximize the effectiveness of human resource management.



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