

## **A STUDY ON THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE: A CASE STUDY OF NANNING DEVELOPMENT ZONE**

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**Abstract:** This study conducted a quantitative analysis using 400 samples. The hypotheses were tested using a one-sample T-test, independent-sample T-test, analysis of variance, correlation analysis, and regression analysis. The study examined the impact of transformational leadership on job performance. It measured specific variables to analyze differences in transformational leadership and job performance among managers based on various factors: Gender: Analyzes differences in leadership and performance between male and female managers. Age: Investigates differences in leadership and performance among managers of different age groups. Marital Status: Examines differences in leadership and performance based on marital status. Children: Looks at how having children affects leadership and performance. Educational Attainment: Studies differences in leadership and performance among managers with different levels of education. Seniority: Considers the impact of years of service on leadership and performance. Average Monthly Income: Analyzes differences in leadership and performance based on income levels. Current Position: Examines how different managerial positions influence leadership and performance. The study sample was limited to officers and soldiers of the Air Force unit, which may affect the generalizability of the results. The cross-sectional design lacks temporal order, limiting the ability to establish causality. Additionally, different Air Force units may have varying missions and hierarchical structures, which could influence perceptions of transformational leadership. These factors may not be applicable to other military branches or civilian organizations. The study focuses solely on leadership style, neglecting other factors such as leader burnout, subordinate personality traits, organizational culture, or job characteristics, which may also impact job performance. This study empirically analyzes the impact of transformational leadership on job performance and relationship performance. The goal is to show how transformational leadership can effectively motivate subordinates, encouraging them to exert extra effort and achieve superior results. The findings provide valuable insights for enterprise managers. The study constructs an explanatory framework and influence mechanism to enhance job performance from a micro perspective. It analyzes the internal action chain and influence mechanism of transformational leadership, presenting

a relationship model between transformational leadership and job performance from various dimensions. This approach addresses gaps in previous research.

**Keywords:** Collaborative Strategy, Collective Intelligence, Collaboration Quality, Academic Performance

## Introduction

Some scholars have made useful supplements to the conversion leaders in the process of carrying out work performance influence research. The literature review suggests that transition leadership will affect work performance. Therefore, the leadership of the active transformation system can have a better performance in the work, will become the enterprise needs to consider in the selection of factors. Transformation leadership (transformational leadership) is the best leadership strategy in practice and academia, and is considered a key role in driving employees into their work (Podolny, Khurana, & Hill-Popper, 2005; Shamir, House, & Arthur, 1993; Smircich & Morgan, 1982)

Amabile and Kramer (2007)'s current academic research on job performance mainly focuses on the relevant factors of organizational individuals, such as the degree to which employees fulfill specific responsibilities in their job descriptions. (Bass, B. M., 1985) Or in some unique aspects such as how individual characteristics influence job performance research. (Bass, B. M. 1990) However, more research is needed on the relationship between transition leadership and work performance, which requires further investigation and analysis in theoretical research.

Transforming leadership is the key to the forward and sustainable development of work performance innovation (Bass & Steidlmeier, 1999). In the current context of innovation markets, we examine the factors that influence transition leadership. (Baron & Kenny 1986) Few studies have comprehensively explored the mechanisms underlying the influence of intrinsic leadership mechanisms on work performance behavior.

This study discusses the correlation between the conversion leadership and the work performance of the enterprise executives, and takes the work input as the intermediary variable to understand the intermediary effect of the work input between the conversion leadership and the work performance (Bakker & Demerouti, 2007).

However, a literature review shows that Burns (1978) believes that transformed leaders can reform the social system and organization by interacting with individuals. In this process, the transformation leaders put forward higher ideals and values, such as justice, justice, freedom, humanism, etc., to stimulate the organization members of the organization to complete the work consciously (Brouther, 2002).

This study aims to determine the impact of conversion leadership on job performance to support and advance existing research (Carmeli, Gilat & Waldman, 2007). The mechanism of the influence of

the transformation system leadership on work performance has not been systematically analyzed from both theoretical and empirical aspects (Cropanzano, Rupp, & Byrne, 2003). Little studies the context in which this relationship exists. Therefore, it is necessary to study and clarify the internal association between conversion leadership and work performance and the influence mechanism (Colbert, Kriston-Brown, Bradley & Barrick, 2008).

Transformation system leadership and job performance are controversial, especially there are many uncertainties in the relationship between different leadership mechanisms and job performance (Cao, Khan, Ali, & Khan, 2020). This study analyzes the motivation of transformation leadership, so as to transform the relationship between leadership and work performance (Cordes & Dougherty, 1993), in the two-factor theory of motivation and creativity, clarify the relationship between transformation leadership and work performance, and further explain the boundary conditions of the role of transformation leadership on work performance (Demerouti, Bakker, Nachreiner and Schaufeli, 2001). Therefore, Erikson (1968) need to re-examine and explore the incentive mechanism of the transformation system of leadership and work performance under the realistic background. This study combines the actual situation of enterprises and the related theories of human resource management. Meanwhile, this study to Nanning economy (Efraty, Sirgy, & Claiborne, 1991).

*Research Problem Statement:*

In today's dynamic business environment, organizations are increasingly recognizing the importance of effective leadership in driving performance and achieving strategic goals. Transformational leadership, characterized by the ability to inspire and motivate employees towards higher levels of performance, has been widely studied and acknowledged for its positive impact on organizational outcomes. However, there is a lack of empirical research focusing specifically on the unique context of economic development zones, such as the Nanning Development Zone.

The Nanning Development Zone, a critical hub for economic growth and innovation in China, presents a unique setting with distinct organizational structures, cultures, and challenges. Understanding how transformational leadership influences job performance within this specific context is crucial for enhancing managerial practices and fostering sustainable development.

This study aims to address the gap in the literature by examining the effect of transformational leadership on job performance within the Nanning Development Zone. It seeks to identify the key variables that mediate this relationship and to analyze the differences in leadership effectiveness across various demographic and organizational factors. By doing so, this research will provide valuable insights for leaders and policymakers in economic development zones, contributing to the optimization of leadership strategies and the improvement of job performance outcomes.

*A research question is posed:*

What is the relationship between transformational leadership and job performance in the

### Nanning Development Zone?

How do demographic factors such as age, gender, and educational attainment influence the effectiveness of transformational leadership on job performance in the Nanning Development Zone?

What role does organizational culture play in moderating the impact of transformational leadership on job performance in the Nanning Development Zone?

How do different components of transformational leadership (e.g., idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) affect job performance in the Nanning Development Zone?

What are the perceptions of employees and managers in the Nanning Development Zone regarding the impact of transformational leadership on their job satisfaction and performance?

### Research Objective (s)

Objective 1: Check the level of the independent variables of the respondents.

This objective aims to assess the current state or degree of the independent variables among the respondents. In the context of your study, the independent variables might include factors such as age, gender, educational attainment, marital status, income level, and seniority. By measuring these variables, you will be able to establish a baseline understanding of the respondents' demographic and personal characteristics.

Objective 2: Test the dependent variable level of the respondent.

This objective focuses on evaluating the level of the dependent variable, which in your study is job performance. This involves measuring how well the respondents are performing in their jobs based on various performance metrics or criteria. The goal is to obtain an accurate assessment of job performance across the sample population.

Objective 3: Analyze the correlation between the above two elements.

This objective seeks to determine the relationship between the independent variables (e.g., age, gender, educational attainment) and the dependent variable (job performance). By analyzing the correlation, you can identify whether and how changes in the independent variables are associated with changes in job performance. This helps in understanding the strength and direction of these relationships.

Objective 4: Investigate whether there were differences in the general information on the independent and dependent variables.

This objective aims to explore if there are significant differences in the levels of independent and dependent variables based on general demographic information. For instance, it examines whether job performance varies significantly between different age groups, genders, education levels, etc. It helps in identifying patterns or disparities in job performance linked to demographic factors.

Objective 5: Determine the extent to which the independent variables can help to improve and enhance the resulting dependent variables of the respondents.

This objective focuses on assessing the potential impact of independent variables on improving job performance. It aims to identify which specific independent variables are most influential in enhancing job performance and to what degree. This can provide actionable insights for managers and policymakers on which factors to focus on to boost employee performance effectively.

## **Literature Review**

The influence of transformational leadership on employee performance has been more fully verified in the West, and a more representative one is the view of Bass, who believes that transformational leadership can effectively tap into employees' sense of self and sense of value to achieve the highest level of performance; the analysis studied the extent to which transactional and transformational leadership affect the performance of business groups and concluded that transformational leadership behavior is beneficial to improve the performance of the organization; Barling et al. (2006) selected a sample of bank managers in a region of Canada, set leadership style as the independent variable and the dependent variables as employees' organizational behavior and organizational performance indicators, and the study concluded that transformational leadership would affect financial performance while making changes to subordinates' perceptions as well as subordinates' behavior, thus extending the findings of the above scholars. Piccolo et al. (2006) pointed out that transformational leadership significantly and positively affected employees' Dongil Jung et al. (2009) conducted a cross-cultural study in the United States and Korea and showed that transformational leadership positively influenced both American and Korean employees.

Wang et al. (2005) suggest that the correlation between transformational leadership and employee job performance and organizational citizenship behavior is mediated by the mediating variable (leader-member exchange relationship), and here the inverse effect of the leader-member exchange relationship on transformational leadership is insignificant. Xie et al. (2010) verified, for example, the positive relationship between leader-employee pair transformational leadership and employee organizational citizenship behavior by identifying the mediating role played by distributive and procedural fairness between transformational leadership and employee organizational citizenship behavior. Ke and Sun et al. (2009) showed that a leader's transformational leadership style positively influenced and effectively improved the innovation performance of the team in the R&D team. Using a structural equation approach, Ding, et al. (2010) conducted a detailed analysis of the impact of transformational leadership on employee innovation from different dimensions and concluded that there is a significant positive relationship between transformational leadership and employee innovation, with employee performance being a particularly important dimension of innovation performance.

In addition, leaders in the transformational system usually describe the vision clearly and place high expectations on their subordinates, delegate fully, care about their subordinates' interests and motivations, focus on developing their subordinates' capabilities, and pay attention to improving employees' independent problem-solving skills (Antonakis, 2011). Thus, subordinates are made aware of such resources and support. In this way, subordinates are more satisfied with their current jobs and more responsible for their organizations (Li, Tian, and Shi, 2006), and on the principle of social exchange, there will be mutually beneficial responses to such behaviors, such as completing work tasks with high quality, caring for the organization, and performing behaviors that are beneficial to the organization's development (Wang et al., 2005). Some scholars have pointed out that transformational leadership significantly enhances subordinate task performance in Chinese organizational contexts (e.g., Wang, Hackett, Wang, & Chen, 2005; Liu, Wu and Wu, 2009).

In a study of the relationship between supervisory leadership style and employee work consequences, the transformational leadership style was found to increase employee job performance, satisfaction with supervisors, and happiness (Chen, 2010). Kanji and Chopra (2009) argue that through psychosocial work conditions, leaders can help employees experience organizational well-being, transformational leadership people are able to detect problems when they are identified and influence employees to solve problems with new perspectives, giving job support. Transformational leadership people also use good communication skills to let employees clearly know the organization's goals and job content, which can be satisfied in terms of job demands, leaders will empower employees to make decisions when performing tasks, satisfying the job control part, in addition, leaders will give employees individualized care, satisfying the work environment (Lin, 2015).

In addition, Garland (2005), in his study, explored how leadership behaviors have a positive psychological impact on subordinates and found that transformational leadership people can enhance subordinates' sense of achievement and stimulate the need for self-actualization through idealized influence; transformational leadership people can inspire subordinates' courage and enthusiasm at work through inspirational motivation so that they can face work crises with ease; transformational leadership people's intellectual inspiration. The transformational leadership person can inspire employees to be innovative and break the rules, and the transformational leadership person's individual care gives subordinates support and encouragement so that they can handle challenges with ease and without fear of failure.

## **Methodology**

With probability-based sampling methods, the sample size can be determined through the population collection process. For example, the sample size used in this study was determined based on Taro Yamane's sample size formula (1973), and the sample size was determined based on a 95%

confidence level and a permissible value. The sampling error is 5% or 0.05. The overall sample size is 11382. When  $n$  = number of samples used in the study.  $n$  = total number of people,  $e$  = random sampling error set at 0.05.

The sample size and formula are as follows

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{11382}{1 + 11382 \times 0.05^2}$$
$$n = 386.42$$

The minimum sample size was calculated to be 386.42, rounded to the nearest whole number to ensure an adequate sample size. Therefore, approximately 386.42 participants were needed for the study, and actual and potential attrition rates had to be considered when determining the final sample size.

Due to the impact of the new crown epidemic, it became difficult to conduct the actual paper-based questionnaire in Nanning Food Development Zone. Therefore, this questionnaire was distributed through the online platform "Questionnaire Star" ([www.wjx.cn](http://www.wjx.cn)), and the respondents also filled in the questionnaire and submitted it through the platform "Questionnaire Star" ([www.wjx.cn](http://www.wjx.cn)). Respondents also filled out and submitted the questionnaire through the "Questionnaire Star" platform. After 15 days of collecting all the questionnaires and evaluating the validity of the questionnaires, the invalid questionnaires were eliminated, and 400 valid questionnaires were obtained for the research analysis.

## Results

Narrative Statistics and Reliability Analysis of Transformational Leadership. The statistical results of the questionnaire items of the five-level scale show that the level of agreement with the construct of transformational leadership, with a mean score of 4.034, is between agreeing and strongly agreeing. The surveyed Air Force leaders' transformational leadership style was highly endorsed by the officers and men affected by the 2022 epidemic between work and life, and transformational leaders have reached a high level of endorsement of a leadership style by motivating their subordinates to put in the extra effort.

The results of the questionnaire questions show that my supervisor has always demonstrated a high level of confidence and strength in his or her work (13), scoring the highest, 4.16, between agreeing and strongly agreeing. In addition, my supervisor plans and explains a common vision for the future of the organization (14) with the same score of 4.16, also the highest score between agreeing and strongly agreeing. This shows that transformational leadership involves planning a common vision and demonstrating a high level of confidence, and supervisors in the military are positive about stating a vision for the future of the organization and demonstrating a high level of confidence.

My supervisor has the next highest score of 4.10, between agreeing and strongly agreeing, in his confidence in his colleagues' ability to do their jobs and achieve their goals (20). This indicates that Air Force military unit supervisors are confident in the organization, their performance, and even in their subordinates.

In addition, respondents' level of agreement with the question on transformational leadership was lowest with my supervisor guiding me to think about problems from different perspectives (16), scoring 3.82, between agreeing on yu1 average. This shows that respondents generally believe that the level of manifestation of diverse thinking behaviors among transformational leaders in the military is low, inferring that it is related to the military culture.

The results of the questionnaire showed that my supervisor takes into account the special needs and abilities of my colleagues and motivates them individually (15), with a score of 3.86, the next lowest score, between agreeable and average. This indicates that transformational leaders in the military are less tolerant of their subordinates' special needs and abilities, which is inferred to be related to the special culture of the military.

Narrative Statistics and Reliability Analysis of Job performance. The results of this scale were measured on a five-point Likert scale, and the questionnaire items showed that the mean score of 3.963 for the effectiveness construct was the highest ranking of the job performance constructs, between approval and average. It is obvious that the soldiers' pursuit of job performance in the army is mainly effectiveness, followed by quality (3.907) and then efficiency (3.817), which shows that the workplace culture in the army is special and the army has higher requirements for job performance.

The results of the questionnaire questions show that. I always interact well with my comrades in other units and receive their approval and recognition (9) with a score of 4.04, which is the highest, between strongly approve and approve. In addition, I always work well with my comrades and have their affirmation (8), with a score of 3.98, the second highest, between agree and agree. It shows that: the source of respondents' workplace performance is the importance of teamwork, and even work effectiveness is related to respondents' importance of good interaction and cooperation among comrades.

The statistical results of the questionnaire questions show that: I always accomplish more work than what my supervisor requires (1), with a score of 3.74, the lowest, between agree and average. In addition, I always complete the work given by my supervisor before the deadline (2), with a score of 3.83, the second lowest score, between agree and average. It shows that: respondents exhibit a low pursuit of efficiency in their job performance and a low demand for positive performance at work. It is inferred that the culture unique to the military is quite different from that of general private companies, and the impact of cultural differences in military units on job performance is also worth analyzing in subsequent studies.



In order to understand how the performance of military units is affected by the correlation of different demographic attributes of transformational leaders, the Pearson correlation coefficient was used to test the correlation between the variables, and the scores of each construct were given according to the average score of the included questions, and the scores of each observed variable were analyzed for correlation. The statistical table of the product-difference correlation analysis, and the numbers in the table indicate the  $r$  values between the two variables, which have passed the significance test ( $p < 0.01$ ). Pearson's correlation coefficient ( $r$ ) is between positive 1 and negative 1, and the absolute value of  $r$  value indicates the strength of correlation, and the absolute value of  $r$  is less than 0.4, which is judged as low correlation, and the absolute value of  $r$  is between 0.4 and 0.7, which is judged as moderate correlation. The absolute value of  $r$  is less than 0.4, which is considered as low correlation. Statistical analysis showed that.

Transformational leadership showed a significant low positive correlation with age ( $r = 0.150$ ), education ( $r = 0.170$ ), monthly salary ( $r = 0.200$ ), and years of experience ( $r = 0.178$ ). It shows that: respondents' agreement that supervisors in military units display transformational leadership style is related to respondents' age, education, monthly salary, and years of experience. The higher the age, the higher the perception of transformational leadership in military units. The higher the education level, the higher the perception of transformational leadership in military units. The higher the monthly salary, the higher the perception of transformational leadership in military units. The higher the seniority, the higher the perception of transformational leadership in military units. In addition, there was a significant and high positive correlation between transformational leadership and job performance ( $r = 0.800$ ). It showed that: the more strongly respondents felt transformational leadership, the better their job performance. According to the literature review, transformational leaders give job support to their subordinates. And transformational leaders have a significant effect on subordinates' workplace psychology. And job performance showed a significant low positive correlation with monthly salary ( $r = 0.181$ ) and seniority ( $r = 0.162$ ). It shows that: the higher the monthly salary the higher the job performance. The higher the seniority the higher the job performance.

We believe that the relationship between the study variables needs to be sequential, so stratified regression analysis is used. Based on the results of the correlation analysis, the variables in the control variables that have correlation with each main variable are selected as the first level of independent variables, and then different main variables are added layer by layer for stratified control, so as to clarify the predictive power of each stratum on the dependent variable. Model I, the effect of transformational leadership on job performance reached a significant level ( $\beta = .787, p < .001$ ), thus testing hypothesis one: transformational leadership predicts job performance was verified.

## **Discussion**

Transformational leadership, characterized by idealized influence, inspirational motivation,

intellectual stimulation, and individualized consideration, has been extensively studied for its impact on employee performance. This leadership style encourages employees to transcend their self-interests for the sake of the organization and fosters an environment of trust, innovation, and commitment (Northouse, 2019). The core of transformational leadership lies in its ability to inspire and motivate employees towards achieving higher levels of performance and satisfaction.

Recent studies have reinforced the positive correlation between transformational leadership and employee performance across various sectors, including healthcare, education, and corporate environments. In a study of healthcare professionals in China, it was found that transformational leadership significantly enhanced the performance and job satisfaction of physicians, despite the high-pressure environment they operated in (Zhang & Liu, 2018). This suggests that the supportive and empowering nature of transformational leadership can mitigate stress and improve job performance, even in challenging settings.

Similarly, research conducted in Saudi Arabian hospitals demonstrated that transformational leadership positively influenced employee job satisfaction and performance. The study highlighted that leaders who engage in transformational behaviors, such as providing clear vision and support, significantly improved the overall job performance and reduced turnover intentions among healthcare staff (Mahmood & Ali, 2021).

The mechanisms through which transformational leadership impacts employee performance include enhancing intrinsic motivation, fostering a sense of ownership, and encouraging innovative thinking. Leaders who exhibit transformational behaviors tend to focus on the personal and professional development of their employees, thereby increasing their commitment and performance.

According to Breevaart et al. (2016), transformational leadership enhances employees' intrinsic motivation by aligning their values and goals with those of the organization. This alignment fosters a deeper sense of purpose and engagement, which translates into higher performance levels. Moreover, transformational leaders' ability to provide intellectual stimulation encourages employees to think creatively and approach problems with innovative solutions, further boosting performance (Ree & Wiig, 2019).

The impact of transformational leadership on employee performance is not confined to a single cultural context. Cross-cultural studies have shown that the principles of transformational leadership are universally applicable, though the extent and manner of their impact may vary. For instance, a comparative study conducted in the United States and Korea found that transformational leadership positively influenced employee performance in both countries, albeit through different mediating factors such as trust and organizational commitment (Dongil Jung et al., 2009).

In the context of Chinese organizations, Wang et al. (2005) demonstrated that the relationship between transformational leadership and employee performance is mediated by the quality of leader-

member exchanges. This suggests that the cultural context can influence how transformational leadership behaviors are perceived and their subsequent impact on performance.

While the benefits of transformational leadership are well-documented, there are challenges and limitations to its implementation. One significant challenge is the potential for transformational leadership to be less effective in highly hierarchical or rigid organizational structures where innovation and employee empowerment are not encouraged (Lin, 2015). Additionally, the success of transformational leadership heavily depends on the leader's ability to genuinely engage with employees and maintain consistent behavior, which can be demanding and resource-intensive.

Moreover, some studies have pointed out the potential for negative outcomes if transformational leadership is perceived as manipulative or if the leader's vision is not aligned with the employees' values and goals (Fischer, 2016). It is crucial for transformational leaders to establish a clear, ethical, and inclusive vision that resonates with their team members to avoid such pitfalls.

For organizations in the Nanning Development Zone, adopting transformational leadership practices could lead to significant improvements in employee performance and organizational outcomes. Leaders should focus on developing their transformational capabilities by engaging in behaviors that promote trust, innovation, and individual growth. Providing training and development programs that enhance leadership skills can be a strategic investment in building a high-performing organizational culture.

Furthermore, organizations should create environments that support transformational leadership by encouraging open communication, collaboration, and a shared vision. This can be achieved through policies that promote employee participation in decision-making processes and recognize and reward innovative contributions.

In conclusion, transformational leadership has a profound and positive impact on employee performance across various cultural and organizational contexts. By fostering an environment of trust, motivation, and innovation, transformational leaders can significantly enhance both individual and organizational performance. For the Nanning Development Zone, embracing transformational leadership practices offers a promising pathway to achieving higher levels of job performance and organizational success.

## **Conclusions**

Transformational leadership is the best leadership strategy that is unanimously recognized by both the practical and academic communities. The purpose of leadership training is to enhance the leadership skills of those who are in charge and to effectively lead their subordinates through spiritual shouting, motivation, empathetic care, and communication to achieve the goal of excellence. The purpose of the leadership training program is to enhance the leadership skills of the supervisors. A

transformational leader can enhance the performance of subordinates with personal consideration, charisma, or philosophical influence when the leader's command and assignment of subordinates at work make them feel genuinely treated by the leader. (Carmeli, Gilat, & Waldman, 2007; Chughtai & Buckley, 2010) In addition, the Air Force must adhere more strictly to the rules of conduct, from the personal dress, equipment carrying, vehicle maneuvering, aircraft navigation, and even tactical movement of troops, to ensure personal operational safety and unit honor. The military emphasizes the need for management to have excellent leadership behavior and leadership traits and expects supervisors to lead officers and soldiers through better leadership to achieve better performance and team goals.

The study shows that the more positive the transformational leadership style of our Air Force, the more positive the feelings of our brothers and sisters, and the more positively and significantly it affects the performance of their subordinates. This study examines the direct effect of transformational leadership on job performance.

The results of this study show that obedience to orders is the natural duty of soldiers, and in the face of lawful requirements and training can build military virtue, so the influence of transformational leadership on improving job performance is established for soldiers.

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