

## Transformational Leadership in Government Organizations: The Role of Team Empowerment and Organizational Climate

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### ARTICLE INFORMATION

#### Publication information

#### Research article

#### HOW TO CITE

Podungge, R., Setiawan, M., Sudiro, A & Rahayu, M. (2022). Transformational Leadership in Government Organizations: The Role of Team Empowerment and Organizational Climate. *Journal of International Conference Proceedings*, 5(1), 437-447.

#### DOI:

<https://doi.org/10.32535/ijcp.v5i1.1744>

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Received: 15 April 2022

Accepted: 26 April 2022

Published: 3 August 2022

### ABSTRACT

This study aims to analyze the effect of transformational leadership on employee performance and how this influence is mediated by team empowerment and organizational climate. Previous studies that examined transformational leadership were more focused on business organizations and were very limited to public organizations, especially government organizations. The research approach used is quantitative with descriptive analysis method. This research was conducted on 252 employees at the Education office in Gorontalo Province through questionnaires and open interviews. The results obtained in this study contain information about that within the organization a collaboration is needed in completing work with tasks and functions, so that superiors and subordinates do not only have a relationship as superiors and subordinates but as team work in completing work. In this case, transformational leadership in improving employee performance depends on a leader who leads them not only based on relationships in the organizational structure which will have an impact on non-optimal work results. The ability of a transformational leader is different from other types of leadership, transformational leadership in assigning tasks and work to not only based on orders, but behaving well with firmness to subordinates and embracing them as friends or friends.

**Keywords:** Transformational Leadership, Team Empowerment, Organizational Climate, Employee Performance.

## **INTRODUCTION**

Human resource management and harmonious relationships between leaders and subordinates in government organizations result in a high commitment to the human resources involved and will ultimately have a positive impact on the overall development and performance of individuals (Robbins, 2008). Effective leadership can create a good organizational climate, so that employees can work comfortably and individually, employees can empower their teams in each work environment.

According to Kirkman and Rossen (2000), an empowered team is a team that is able to share experiences in the form of potential, meaning and autonomy. Employees who are empowered well will have a positive opinion of their leaders so that the conditions created in the work environment become conducive so that a dynamic relationship is created between leaders and employees. The effect of this relationship is the more optimal performance by employees.

Creating a conducive work environment will have a positive effect for employees to work optimally so that organizational goals can be achieved optimally. Organizational climate as a result of the formal system, leadership style and other important environmental-related factors on the attitudes, beliefs, values and motivation of people who work in an organization. In the view of Gibson et al. (1998) said that organizational climate is defined as a set of characteristics of the work environment that are felt directly or indirectly by employees, and are thought to have an effect on their work behavior.

## **LITERATURE REVIEW**

### **Transformational leadership**

Transformational leadership is part of the New Leadership paradigm (Bryman 1992) and is concerned with standard ethical values and long-term goals (Harvey et al. 2006; Mayer et al. 1995; Trcey et al. 2000). Transformational leadership also consists of assessing the motivation of followers to be aware of their needs and wants (Chen, 2011) and act as fully human beings. In addition, Northouse (2007) defines transformational leadership as a process in which an individual joins with others and creates relationships that increase the level of motivation and ethics in both leaders and followers. Such leaders are aware of the needs and wants of their subordinates and strive to help followers reach their full potential. In addition, transformational leadership is identified by the ability to make significant changes happen. In this case, transformational leaders have the ability to make changes in the strategy, vision, attitude and organizational culture (Mullen, 2011). They also develop creativity and innovation in products, services and technology (Cacioppe, 1997).

Transformational leadership motivates subordinates with the prospect of providing subordinates with all the facilities needed and encouraging them to cultivate trust, loyalty and respect. Individuals are encouraged to identify problems from various perspectives with various patterns to be able to develop their potential. Exchanging relationships between leaders and subordinates does not use transactions but is based on loyalty, trust and respect (Buil et al., 2018).

Bass (2000), a leader who applies a transformational leadership style, there are three ways as follows: (1) encourage employees to be more aware of the importance of business results, (2) encourage employees to prioritize group interests, and (3) increase employee needs higher such as self-esteem and self-actualization. An understanding of the importance of business results

must be applied to employees. In other words, the orientation of the process to get priority rather than just the result. Then the emphasis on prioritizing group interests over personal interests becomes crucial considering that good relationships and a conducive work climate are the main concerns in implementing this leadership. Furthermore, considering that the needs of subordinates are not only material, then a leader must be able to encourage employees to have higher needs according to their capacities.

### **Team Empowerment**

Employee empowerment can be described as increasing the authority of employees to make decisions and the process of improving the work of employees/employees in the organization through the distribution of training and team work. The response to the existence of employees who can help determine their own role in achieving maximum work and can influence their decisions at work. Empowerment of personnel in an organization can be perceived that employees/employees have the opportunity to help and play a role in achieving work optimally and influencing decision-making within the organization. job satisfaction and productivity (Bektas and Gohrabifard, 2013).

Empowerment is a concept that links individual strengths and competencies, natural assistance systems and productive behavior to social policy and social change. Empowerment links an individual's motivation to his well-being in the social environment and the broader social and political changes in which he or she functions. Psychological empowerment reflects the collective belief of team members that they have the authority to control their maximum work environment and are responsible for the functioning of the team. Leaders in an organization can energize the people they manage, causing them to approach tasks actively and enthusiastically, having a high degree of confidence in their ability to succeed.

In essence, if a leader gives trust and authority to subordinates/employees to carry out the work assigned to him, then with that trust the employee/subordinate will maximize his work even without repeated orders.

### **Organizational Climate**

A climate can be formed from a relationship between an organization and its employees (Ekvall, 1990). Relationships that occur every day between employees in the organizational structure will create attitudes and behaviors that will eventually form a climate. Every individual in every organization has a personality, attitude, knowledge, experience and others who have a very basic role so that the climate in an organization evolves. Organizations provide opportunities for all personnel in the organization to interact within certain rules so that the climate can develop well. The leader in this case has a very big role to motivate his subordinates to form a good climate. In addition to well-established relationships and communication between organizational members, other factors that have an impact on organizational climate are also very important such as company size, physical environment, financial situation and others (Ekvall, 1990).

In some studies on organizational climate consider whether climate should be considered as a whole or as a distinct sub-climate. Some researchers have presented results showing that the so-called climate is the whole organization, while there are also some researchers who show differences between units or levels within the organization (Arokiasame, 2016).

## **Employee Performance**

Performance can be said as the appearance of the work of people both in quantity and quality in an organization which is an individual or group appearance. The appearance of work results is not limited to people holding certain positions, both functional and structural positions, but also to all activities carried out in the organization. From this opinion, it can be said that the performance of public organizations or government organizations is a description of the level of achievement of the implementation of an activity or program in realizing the goals, objectives, vision and mission of the organization contained in the formulation of strategic schemes in an organization.

According to Gibson et al. (2003), individual factors that affect performance include physical abilities, mental abilities (intelligence) and skills, demographic factors (eg age, gender, race, ethnicity and culture) and psychological variables (perceptions, attributions, attitudes and personality).

Carter et al. (2012) identified factors that influence performance, among others, are work discipline and motivation. Work discipline is needed to produce good performance, with discipline employees will try to do the work as much as possible and the resulting performance will be better. And motivation also affects employee performance. Thus employee motivation will encourage employees to carry out their work as well as possible. So it can be concluded that the higher the level of motivation of an employee, the higher the employee's performance.

## **RESEARCH METHOD**

This study uses a quantitative approach with descriptive analysis method. The population in this study were employees of the Education and Sports Office in Gorontalo Province, totaling 678 ASN employees, spread across the Gorontalo Provincial Dispora, Gorontalo City Education Office, Gorontalo Regency Education Office, North Gorontalo Regency Education Office, Bone Bolango Education Office, Gorontalo Regency Education Office. North Gorontalo Education, Bualemo Education Office and Pohuwato Education Office. The number of employee respondents is 252 respondents who are distributed in each work unit in the Education and Sports Office in Gorontalo Province, with the determination of the sample using the area proportional random sampling technique.

## **RESULTS**

**Tabel 1**  
**Respondents Distribution**

| <b>No</b>  | <b>Description</b>  | <b>Total</b> |
|------------|---------------------|--------------|
| <b>Sex</b> |                     |              |
| 1          | Man                 | 97           |
| 2          | Woman               | 155          |
| Total      |                     | 252          |
| <b>Age</b> |                     |              |
| 1          | Less than 30 years  | 57           |
| 2          | 30 years - 40 years | 96           |
| 3          | 41 years - 50 years | 67           |
| 4          | More than 50 years  | 32           |

| No                          | Description         | Total  |
|-----------------------------|---------------------|--------|
| Total                       |                     | 252    |
| <b>Level of Education</b>   |                     |        |
| 1                           | high school         | 27     |
| 2                           | Diploma             | 10     |
| 3                           | Bachelor            | 187    |
| 4                           | Masters/Doctorate   | 28     |
| Total                       |                     | 252    |
| <b>Length of Employment</b> |                     |        |
| 1                           | Less than 10 years  | 47     |
| 2                           | 10 years - 15 years | 67     |
| 3                           | 16 years - 20 years | 95     |
| 4                           | More than 20 years  | 43     |
| Total                       |                     | Amount |

Source: Primary data processed (2019)

The number of respondents in this study amounted to 252 employees with male employees amounting to 97 people (38.49%) and the number of female employees as many as 155 people (61.51%). The sex composition of the respondents shows that most of the employees are dominated by women. This is related to the characteristics of the organization and work that requires a lot of accuracy rather than physical. The need for human resources with female gender is more suitable to handle office administrative activities.

The age of most of the respondents is above 30-40 years where that age is a productive age or a suitable age for work. These results indicate that employees are able to carry out their functions and duties well in the sense of having maturity in mastering certain areas of work and being able to complete the tasks and responsibilities they carry.

The education level of employees as a whole shows a fairly good level of education. This is evidenced by the existence of a bachelor's level of education which reaches 187 people (74.21%) so that it can be stated that employees can carry out their jobs well besides that they can solve problems faced in carrying out their work. At the level of education the second strata can make government organizations can develop well although in this institution the number of employees with the second and third strata education levels is only 28 people (11.11%). Employees who are still at the Diploma and High School Education level can be enrolled in Strata One education and further for employees with undergraduate education levels can be enrolled in postgraduate education. So that participation in undergraduate and postgraduate education will increase the overall capacity of the individual.

The average work experience is above 10 years where this high experience is the basic capital for employees to carry out their duties and functions properly. The expansion and downsizing of government organizations requires adequate human resources to carry out their duties as well as possible. They are required to be more independent and have broad job insight to support tasks so that problems that arise in the workplace can be solved quickly and accurately.

## **DISCUSSION**

### **Transformational leadership**

Based on the results of respondents' answers about the transformational leadership variable, the average score is 3.98. From the average value of the transformational leadership variable which is 3.98, it appears that the characteristics of leadership in this organization are quite transformational, especially in the aspect of ideal influence. This is indicated by the average value of the indicator able to provide guidance to complete the work which is 4.15. This number shows that the transformational leadership that has been carried out so far has been assessed with good criteria. The transformational leadership assessment that obtained the largest average score was the indicator (X1.1) with a value of 3.97. So far, respondents perceive that the indicator of ideal influence is mostly carried out by leaders in carrying out their activities. Leaders always invite employees to work together in completing work. The leadership is always a role model for employees while in the office environment. Leaders have a clear vision for the progress of the agency in the future. Leaders always provide guidance to complete the work with the capacity it has.

Inspirational motivation given by the leadership, this can be seen from the acquisition of the average number of respondents' answers of 4.10. In this indicator of inspirational motivation, it is shown by the leadership always encouraging employees in carrying out their work. Communication about the agency's vision carried out by the leadership can be understood well by employees. Leaders always provide assistance to employees in solving problems that are being faced. Leaders always provide support to employees in carrying out their work.

Intellectual stimulation indicators can be seen from the average number of respondents' answers of 4.12. on this indicator is indicated by the leadership leadership appreciates the opinions expressed by employees in improving working conditions leadership provides encouragement to employees to be more creative in completing work. Leaders provide the latest information on the development of service delivery to the community. Leaders like challenges in carrying out their work. Furthermore, the indicator of individual awareness can be seen from the acquisition of the respondent's average score of 4.15. This indicator is indicated by the leadership providing encouragement to employees to achieve high performance. Leaders always pay special attention to employees so that they work according to their duties and functions. Leaders always give awards to employees who have high achievements.

The statement item with the lowest score of 3.78 is the item (X.3.2) which states that the leader gives encouragement to employees to be more creative in completing work. This is supported by field conditions that motivation is obtained at certain times such as changes in the type of work done in the office. While the statement item that has the second lowest score on the transformational leadership variable is item 3.97, namely the item (X.1.1) (X.2.1) and (X.4.4) which states that the leader invites employees to work together in completing the work, The leadership always gives encouragement to employees in carrying out their work and the leadership gives awards to employees who have work performance. This result is supported by field conditions that employees automatically have duties and responsibilities that should be imposed on themselves. The awarding of awards to employees is only done once a year to commemorate the national education day.

Based on the table above, it can be seen that the indicator of ideal influence is the indicator that is perceived as the highest on the transformational leadership variable. This means that transformational leadership is proven to be very much felt by respondents, especially seen in the

ideal influence. Meanwhile, on the other hand, the indicator of intellectual stimulation is felt to be the lowest to see transformational leadership, meaning that of the four indicators of transformational leadership, the indicator of intellectual stimulation is felt to be the lowest for measuring transformational leadership. These results indicate that improving transformational leadership can be done by increasing intellectual stimulation.

The description of respondents' answers for all indicators on the transformational leadership variable is in the sufficient category (average score below 4). This result means that the implementation of transformational leadership in the object of research (education and sports services) is still not good, meaning that the leadership in the Dispora agency is considered to be still not optimal in influencing employee performance.

### **Team Empowerment**

Based on the results of respondents' answers about the team empowerment variable, the average score was 3.96. This number shows that team empowerment in the organization is going well. This can be explained by the description of respondents' answers to the Potential indicator, namely employees believe in themselves, the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 3.87 which means that respondents give positive responses to the item. Employees are constantly confident in themselves, as evidenced by the fact that the majority of respondents answered Agree or Strongly Agree, with an average answer of 3.87, indicating that respondents gave good responses to the issue. Furthermore, the average number of respondents' answers of 3.91 is a significant signal of relevance. Employees have a strong shared commitment to the organization's vision and objective, as seen by this indicator of 3.92. At 4.07, employees can work well together. Employees pay attention to the 3.73 tasks for which they are responsible.

Furthermore, the autonomy indicator can be seen from the average number of respondents' answers of 3.97. This indicator shows that employees feel they have the freedom to allocate their resources at 3.72. Employees can expand the opportunity to work better by 4.08. Employees can make decisions about work without interference from other co-workers by 4.10. As well as indicators of influence can be seen from the average number of respondents' answers of 4.10. This indicator is indicated by the employee feeling the effect of each job of 4.09. Employees provide feedback to fellow employees in the same field or other fields of 4.12.

The average number of respondents' responses is 3.83, which shows quantity indications. The employee's ability to accomplish the work in accordance with the provisions is demonstrated by the majority of respondents' replies, namely Agree and Strongly Agree answers with an average response of 4.05, indicating that respondents offered favorable responses to the item. The indicators shown by employees working in accordance with their capacities obtained the majority of respondents' answers were Agree answers and Strongly Agree answers with an average answer of 3.79, which means that respondents gave positive responses to the item. The indicators shown by the employee being able to produce output in accordance with the specified are obtained the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 3.63 which means that respondents give positive responses to the item.

The timeliness indicator can be seen from the average respondent's answer of 3.88. This identity indicator can be shown by employees who always complete work on time by 4.00. Employees when they are in the office only do office work of 3.92. Employees always come to work at 3.91.

The item shown by the employee if the statement item with the lowest score of 3.73 is on the significance indicator, namely the item (M.1.2.3) which states that the leader has attention to the duties of an employee. These results are supported by field conditions that the tasks carried out by employees are not new jobs and have been repeated. While the statement item that has the second lowest score on the team empowerment variable is the item (M1.1.1) and item (M1.1.2) of 3.78, which states that every employee has self-confidence and always shows confidence in work. Based on the results of interviews with several employees that in the official office environment if each person receives a workload, the employees themselves provide motivation to each other even in certain jobs to help each other, so that the responsibility for the work can be carried out with full confidence and responsibility. a is in the office prioritizing punctuality in carrying out work life of 3.69. From the average value of respondents' answers to the item punctuality gave a positive response.

### **Organizational Climate**

The average score for the organizational climate variable is 3.94, based on the responses of respondents. The average organizational climate variable, which is 3.94, shows that the organizational environment is extremely good, particularly in terms of work performed according to tasks and functions, as indicated by the average value of the structure indicator, which is 3.91. The fact that this number was obtained implies that the organizational climate is favorable. This can be explained by the description of respondents' responses to structural indicators, namely that employees work in accordance with their respective duties and functions, and that the majority of respondents' answers are Agree and Strongly Agree answers, with an average answer of 4.09, indicating that respondents give positive responses to the item. Employees always provide information to subordinates/employees to work according to procedures, obtained the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 3.88 which means that respondents give positive responses to the item. The employee is responsible for the work in accordance with the given authority of 3.96. And employees receive socialization about the rules relating to work of 3.70

The indicator of responsibility can be seen from the average number of respondents' answers of 4.14. This responsibility indicator shows that employees are responsible for work behavior of 4.14. Employees receive the consequences for the work done by 4.14. Furthermore, the award indicator can be seen from the average respondent's answer of 3.92. This award indicator is indicated by the employee being given an award for a job that has been done well at 3.81. Employees/subordinates are given a positive reward of 3.87. Employees/subordinates are given a punishment of 4.09. The average respondent's answer of 3.78 serves as a danger indication. Employees that dare to take chances with a mature calculation of 3.75 display this risk signal. Employees even accept a 3.81-percentage-point risk.

Furthermore, the indicator of warmth can be seen from the average respondent's answer of 3.95. This indicator is indicated by employees creating a good atmosphere within the organization of 3.99. Employees create an atmosphere of friendship and intimacy between members of the organization of 3.91. The support indicator can be seen from the average respondent's answer of 4.02. In this indicator, it is shown by employees providing mutual support of 3.90. Employees give each other instructions of 4.14. Furthermore, the average respondent's answer of 4.02 reveals the typical performance metrics. Employees achieving the degree of difficulty from the organization's goals of 3.90 can be demonstrated in this standard performance indicator. Employees scored a 3.77 on a scale of one to ten.



The indicator of self-identity can be seen from the average respondent's answer of 3.88. This identity indicator can be shown by the employee identifying himself in accordance to the objectives of 3.73. Employees comply with group and organizational norms of 3.77. Employees make a real contribution to the organization of 4.13. Meanwhile, the statement that has the lowest score of 3.72 (item M2.1.4) is the respondent's answer which states that the agency always socializes the rules to fellow field partners. This is due to some similarities in the field of work. This finding is in line with the results of interviews with several employees who stated that the socialization of the rules was only conveyed by the field and the head of the service of Gorontalo Province.

### **Employee Performance**

Based on the results of respondents' answers about the employee performance variable, it shows an average score of 3.90. The acquisition of this number indicates that the employee's performance is going well. This can be explained by the description of respondents' answers to quality indicators, namely employees always complete work well, obtained the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 4.05 which means that respondents give positive responses to the item. Employees always finish the job well, the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 4.16 which means that respondents give positive responses to the item. The results of the employee's work can be accepted by colleagues, the majority of respondents' answers are Agree answers and Strongly Agree answers with an average answer of 4.07 which means that respondents give positive responses to the item. The results of the work of employees can be accepted by the leadership of 3.88. And the results of the work of employees can help colleagues in completing their work of 4.08.

The average number of responses is 3.83, indicating quantity. The majority of respondents' responses, namely Agree and Strongly Agree responses with an average answer of 4.05, showing that respondents gave favorable responses to the item, demonstrate the employee's competence to do the work in accordance with the provisions. The indicators shown by employees working in accordance with their capacities obtained the majority of respondents' answers were Agree answers and Strongly Agree answers with an average answer of 3.79, which means that respondents gave positive responses to the item. The indicators of an employee's ability to create output in accordance with the specifications are collected. The majority of respondents' responses are Agree and Strongly Agree, with an average answer of 3.63, indicating that respondents are positive with the issue.

The average respondent's answer of 3.88 indicates the timeliness indication. Employees that consistently finish their work by 4 p.m. can demonstrate this identifying indicator. When employees are in the office, they only do 3.92 hours of office work. Employees arrive at 3.91 a.m. every day. When the employee is in the office, he displays an item that promotes punctuality in carrying out his 3.69 job life. Punctuality received a positive reaction based on the average value of respondents' responses to the item.

The average respondent's answer of 3.72 reveals cost-effectiveness indicators. Employees always make cost savings of 3.87 in carrying out their work, as reflected in this indicator. Employees attempt to calculate the cost of doing the 3.72 work. At a cheap cost of 3.58, the results of employee effort can be finished. Each item on the cost effectiveness indicator received a good answer based on the average value provided from the respondents. The average respondent's answer of 4.01 reveals indicators of interpersonal interactions. Employees are well

received by their coworkers, as seen by this indicator of 3.81. Employees attempt to support colleagues who are experiencing 4.15 barriers or challenges. Always work together to complete 4.06 tasks. Each item on the indicators of interpersonal interactions received a good review based on the average value collected from the respondents.

The item (Y.4.3) timeliness to be at the office receives the lowest score (3.58) in the employee performance variable. According to observations made with various employees, practically all of the employees' dwellings are in the neighboring region and in the Gorontalo city area, causing delays in getting to work for those who do not have private vehicles or use public transit. The item (Y.2.3) in the statement that the ability to produce output is decided by the organization receives the second lowest score (3.63). According to the findings of field interviews, the output provided by an employee is based on the individual's abilities, therefore for some professions, quantity is met but quality is overlooked. Nonetheless, the majority of respondents agreed that the education and sports office's performance is good, albeit there are a few areas that could be improved, such as office punctuality and meeting the maximum production target, which is additional work for the education and sports office.

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### **CONCLUSION**

Transformational leadership is basically the ability of a leader to influence and inspire subordinates/employees to act and behave according to their abilities in order to achieve organizational goals. Leaders in public organizations must have the ability to influence the behavior of their employees in dealing with dynamic and competitive organizational conditions. Team empowerment as a mediation of the transformational leadership role on employee performance. Leadership is able to give authority and power to subordinates to act in order to achieve certain goals. A member or subordinate who is empowered by providing an understanding of how important he is, an understanding of his competence, an understanding of his impact, and an understanding that he is able to make his own decisions are the keys to the success of subordinates in carrying out their duties. Organizational climate has a role as a mediator of the influence of transformational leadership on employee performance. Organizational climate is more volatile and subject to the direct influence of leadership.

### **ACKNOWLEDGEMENTS**

The authors would like to express their gratitude to all research respondents in the Education and Sports Office of Gorontalo Province.

## **DECLARATION OF CONFLICTING INTERESTS**

The authors acknowledge that there is no potential conflict of interest regarding this manuscript.

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