



Investigating the Components of Transformational Leadership: A Qualitative Study on the National Iranian Oil Terminals Company (NIOTC)

Samira. Biramvand¹, Hamdollah. Manzari Tavakoli^{2*}, Mohammad Jalal. Kamali³, Zahra. Shokouh³, Navid. Fatehi Rad³

¹ PhD Student, Department of Public Administration, Kerman Branch, Islamic Azad University, Kerman, Iran

² Associate Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran

³ Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran

* Corresponding author email address: h_manzari33@yahoo.com

Article Info

Article type:

Original Research

How to cite this article:

Biramvand, S., Manzari Tavakoli, H., Kamali, M. J., Shokouh, Z., & Fatehi Rad, N. (2024). Identification and Ranking of Financial, Non-Financial, and Behavioral Components Influencing Earnings Response Coefficient in the Iranian Capital Market (Data Mining Approach). *International Journal of Innovation Management and Organizational Behavior*, 4(4), 166-171.
<https://doi.org/10.61838/kman.ijimob.4.4.19>



© 2024 the authors. Published by KMAN Publication Inc. (KMANPUB), Ontario, Canada. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

ABSTRACT

Objective: This study aims to investigate the components of transformational leadership within the National Iranian Oil Terminals Company (NIOTC), providing insights into how this leadership style can be effectively implemented to enhance organizational outcomes in the oil and gas sector.

Methodology: This qualitative research employed semi-structured interviews with 19 experienced managers and academic experts from NIOTC. The participants were selected using a theoretical sampling approach until theoretical saturation was achieved. Data was collected through detailed interviews and analyzed using NVivo software to identify key themes and patterns related to transformational leadership.

Findings: The analysis revealed several critical components of transformational leadership at NIOTC, including creating a dynamic organizational vision, setting elevated goals, supporting organizational learning, transforming cultural values, fostering organizational trust, linking individual and collective interests, providing inspirational motivation, stimulating intellectual engagement, enhancing followers' adaptability, and considering individual needs. These components align with existing literature on transformational leadership and highlight the importance of vision, motivation, trust, and adaptability in driving organizational success.

Conclusion: The findings of this study provide a comprehensive understanding of transformational leadership within NIOTC. Effective transformational leaders at NIOTC emphasize creating a compelling vision, fostering a culture of continuous learning, innovation, and trust, and aligning individual and organizational goals. These insights can guide leaders in similar contexts to implement transformational leadership practices that enhance organizational performance and employee development.

Keywords: Transformational leadership, organizational vision, employee development, organizational learning, oil and gas sector, National Iranian Oil Terminals Company

1 Introduction

Transformational leadership has emerged as a critical paradigm in leadership studies, offering a robust framework for understanding how leaders can inspire and motivate their followers to achieve extraordinary outcomes. This leadership style, characterized by its focus on vision, inspiration, and change, has been extensively studied across various organizational settings, revealing its significant impact on organizational performance, employee satisfaction, and development (Avolio et al., 1999; Bajracharya, 2023; Yahaya & Ebrahim, 2016).

Transformational leadership, first conceptualized by Burns (1978) and further developed by Bass (1985), involves leaders who inspire and motivate their followers through a compelling vision, fostering an environment of intellectual stimulation, individualized consideration, and idealized influence (Avolio et al., 1999). This leadership style contrasts with transactional leadership, which is primarily based on exchanges and rewards contingent on performance (Kwarteng et al., 2024; McDonnell et al., 2024; Zuraik & Kelly, 2019).

Research has demonstrated the profound effects of transformational leadership on various organizational metrics. For instance, Bajracharya (2023) found that transformational leadership significantly enhances employees' job satisfaction in the educational sector in Nepal (Bajracharya, 2023). Similarly, Griffith (2004) reported that principal transformational leadership is positively associated with school staff job satisfaction, reduced staff turnover, and improved school performance (Griffith, 2004).

The applicability and benefits of transformational leadership extend across different contexts and industries. In the healthcare sector, Ishii, Takemura, and Ichikawa (2020) identified a strong relationship between nurse managers' transformational leadership and organizational learning processes in hospital wards. This underscores the role of transformational leadership in fostering a culture of continuous learning and improvement (Ishii et al., 2020).

In the military, Bartone (2023) highlighted that transformational leadership, coupled with leader hardiness and appropriate gender considerations, predicts better leader performance among military academy cadets. This finding suggests that transformational leadership can be tailored to meet the unique demands of high-stress environments (Bartone, 2023).

In the corporate world, Mon, Robin, and Tarihoran (2021) demonstrated that transformational leadership positively

influences employee performance, with employee engagement serving as a mediating variable. This indicates that transformational leaders can enhance organizational performance by fostering greater employee engagement (Mon et al., 2021).

Several studies have explored the mediating factors that influence the effectiveness of transformational leadership. Afsouran et al. (2022) investigated the mediating role of employees' maturity in the relationship between transformational leadership and organizational development. Their findings suggest that mature employees are better able to align with the visionary aspects of transformational leadership, thereby enhancing organizational development (Afsouran et al., 2022).

Similarly, Prabhu and Modem (2022) examined the impact of shared transformational leadership on team processes, highlighting that this leadership style fosters team viability and satisfaction through emergent team processes (Prabhu & Modem, 2022). This aligns with the findings of Tabassi et al. (2017), who linked team conditions and performance to transformational leadership approaches, emphasizing the importance of a conducive team environment for achieving superior performance (Tabassi et al., 2017).

Transformational leadership's effectiveness can be influenced by cultural and regional factors. Jia, Huang, and Xu (2022) explored the relationship between transformational leadership, professional learning communities, and teachers' job satisfaction in China, finding that cultural nuances play a significant role in shaping the effectiveness of leadership practices (Jia et al., 2022). Similarly, Tran, Huynh, and Le (2023) examined the effects of principals' leadership styles on teachers' commitment in Vietnam, highlighting the need for culturally sensitive leadership approaches (Tran et al., 2023).

Dinh et al. (2022) studied the impact of transformational leadership on the performance of small and medium enterprises in Can Tho City, Vietnam, demonstrating that transformational leadership positively affects organizational performance by fostering a culture of innovation and adaptability. These findings underscore the necessity of adapting transformational leadership practices to align with local cultural and organizational contexts (Dinh et al., 2022).

Despite its many benefits, implementing transformational leadership can present several challenges. Leaders must balance the need for vision and inspiration with practical considerations, such as resource constraints and organizational resistance to change. Furthermore, the

success of transformational leadership often hinges on the leader's ability to establish trust and credibility with their followers (Yahaya & Ebrahim, 2016).

However, the opportunities presented by transformational leadership are substantial. By fostering a culture of trust, innovation, and continuous improvement, transformational leaders can drive significant positive change within their organizations. The alignment of individual and organizational goals, as highlighted by Afsouran et al. (2022), can lead to enhanced organizational commitment and performance (Afsouran et al., 2022).

While existing research provides valuable insights into the components and outcomes of transformational leadership, there is a need for more context-specific studies, particularly in industries and regions where this leadership style has not been extensively explored. The National Iranian Oil Terminals Company (NIOTC) presents a unique context for examining the components of transformational leadership due to its strategic importance in the oil and gas industry and the complex challenges it faces.

This study aims to fill this research gap by investigating the components of transformational leadership within NIOTC. By employing a qualitative approach and leveraging semi-structured interviews with experienced managers and academic experts, this research seeks to provide a comprehensive understanding of how transformational leadership can be effectively implemented in this context.

2 Methods and Materials

2.1 Study Design and Participants

This qualitative research aimed to investigate the components of transformational leadership within the National Iranian Oil Terminals Company (NIOTC) through semi-structured interviews.

The study population comprised university professors and managers from NIOTC who possessed the necessary information for the research. The selection of participants was guided by specific criteria to ensure they were experts in the field. The criteria included:

Work experience in managerial positions within the oil terminal sector.

Holding managerial roles at NIOTC.

Theoretical knowledge, practical experience, willingness, and ability to participate in the research.

A minimum of 15 years of work experience to qualify for the research interviews.

Inclusion of both academic experts with relevant academic qualifications and professional experts.

A theoretical sampling approach was employed, which is a non-random sampling method commonly used in qualitative research. In this approach, participants are selected purposefully based on the research objectives. The sampling continued until theoretical saturation was achieved. Theoretical saturation is defined as the point at which no new and significant data are obtained, indicating sufficient data have been collected to develop a robust theory.

The sample size was determined to be 19 participants. This sample size was chosen based on the principle of theoretical saturation, ensuring that the data collected was comprehensive enough to cover all aspects of the research question without redundant information.

2.2 Data Collection

Data was collected through semi-structured interviews. This method allowed for in-depth exploration of participants' insights and experiences regarding transformational leadership within NIOTC. The interviews were guided by a set of open-ended questions designed to elicit detailed responses while allowing flexibility for participants to express their views comprehensively.

The interviews were conducted in Persian, and participants were provided with guidelines to ensure they understood the research's focus and the nature of the questions.

2.3 Data Analysis

The collected data were analyzed using NVivo software, which facilitated the organization and analysis of qualitative data. NVivo allowed for efficient coding, categorization, and identification of key themes and patterns in the data. The analysis aimed to uncover the underlying components of transformational leadership as perceived by the experts.

3 Findings and Results

The study included 19 experts from the National Iranian Oil Terminals Company (NIOTC) and related academic fields, comprising 14 males (73.7%) and 5 females (26.3%). Participants' work experience ranged from 15 to 30 years, with an average of 21.8 years. In terms of educational background, 13 participants (68.4%) held doctoral degrees, while 6 (31.6%) had master's degrees. Their specializations

included Public Administration (3), Executive Management (3), Accounting (2), Communication Sciences (1), Industrial Engineering (Oil Expert) (3), Business Management (2), Educational Sciences (2), Industrial Management (Oil

Expert) (3), and Human Resource Management (1). This diverse and experienced group provided valuable insights into transformational leadership within NIOTC.

Table 1

Summary of Qualitative Findings on Transformational Leadership Components

No.	Initial Codes	Basic Themes	Organizing Themes
1	Gaining employees' respect	Effective Influence	Creating a Dynamic Organizational Vision
2	Displaying a sense of power and confidence by the manager		
3	Managing social and psychological environmental demands		
4	Having a shared understanding of organizational goals	Setting Elevated Goals	
5	Reviewing the spiritual and ethical implications of organizational decisions		
6	Promoting organizational benefits	Supporting Organizational Learning	
7	Efforts to train and advance employees		
8	Holding training sessions for employee development		
9	High influence of manager's ideas	Reflecting Innovation	Transforming Cultural Values
10	Empowering employees by accepting ideas		
11	Honesty in dealing with employees	Organizational Trust	
12	Creating a friendly atmosphere for expressing employee issues		
13	Valuing work conscience		
14	Investing in organizational behavior	Strengthening Organizational Citizenship Behavior	
15	Responding to suggestions and feedback		
16	Having a shared understanding of the organization's mission		
17	Not using organizational resources for personal gain	Emphasizing Collective Interests	Creating a Link Between Individual and Collective Interests
18	Increasing internal and external organizational cooperation		
19	Relating work and organizational values with employee values		
20	Daily face-to-face interaction with colleagues	Inspirational Motivation	
21	Creating enthusiasm among organizational members		
22	Improving organizational social capital		
23	Creating conditions for change among employees	Intellectual Stimulation	
24	Influencing and impacting others		
25	Raising employee awareness of organizational challenges		
26	Continuously questioning current organizational practices		
27	Developing employees' abilities	Employee Empowerment	Enhancing Followers' Adaptability
28	Paying attention to employee competencies and abilities		
29	Facilitating employees' social identity within the organization		
30	Motivating through enhancing personal effectiveness	Being a Role Model for Employees	
31	Accepting managerial weaknesses and a spirit of receptiveness to criticism		
32	Creating positive changes in the organization		
33	Establishing friendly and intimate relationships with colleagues	Individual Considerations	
34	Encouragement and clear guidance for followers		

The findings of this study reveal several key components of transformational leadership within the National Iranian

Oil Terminals Company (NIOTC). These components, derived from interviews with experienced managers and

academic experts, are organized into primary themes and organizing themes. Direct quotations from the interviews are included to provide context and depth to each subcategory.

One of the primary themes identified is the creation of a dynamic organizational vision. Effective influence plays a crucial role in this process. For instance, participants highlighted the importance of gaining employees' respect and displaying a sense of power and confidence by the manager. As one manager stated, "A leader must command respect and exude confidence to inspire and guide their team effectively." Additionally, controlling social and psychological environmental demands is essential for maintaining a stable and motivated workforce.

Another significant theme is the setting of elevated goals, which involves having a shared understanding of organizational goals and reviewing the spiritual and ethical implications of organizational decisions. One participant emphasized, "It is vital for everyone to be on the same page regarding the organization's objectives to ensure cohesive efforts towards achieving them." Promoting organizational benefits and ensuring that employees understand these benefits are also critical aspects of this theme.

Supporting organizational learning emerged as a key component of transformational leadership. This includes efforts to train and advance employees, such as holding training sessions for employee development. A participant mentioned, "Continuous learning and development are crucial for both personal growth and organizational success." This commitment to learning fosters a culture of growth and innovation within the organization.

Transforming cultural values is another essential aspect of transformational leadership. Reflecting innovation and empowering employees by accepting their ideas are pivotal in this process. As one interviewee noted, "Encouraging innovative ideas from employees not only boosts their confidence but also drives the organization forward." The high influence of managers' ideas and their ability to inspire innovation significantly contribute to cultural transformation within NIOTC.

Organizational trust is fundamental to transformational leadership. This involves honesty in dealing with employees and creating a friendly atmosphere for expressing employee issues. One participant shared, "Trust is built through transparency and genuine concern for employees' well-being." Valuing work conscience and investing in organizational behavior to strengthen organizational citizenship behavior further enhance trust within the organization.

Emphasizing collective interests and creating a link between individual and collective interests is crucial for transformational leadership. This includes not using organizational resources for personal gain and increasing internal and external organizational cooperation. One manager remarked, "Aligning personal and organizational goals ensures that everyone works towards a common purpose." Relating work and organizational values with employee values fosters a sense of belonging and commitment.

Inspirational motivation involves daily face-to-face interactions with colleagues and creating enthusiasm among organizational members. One participant noted, "Regular interactions and open communication inspire and motivate employees to perform their best." Improving organizational social capital and creating conditions for change among employees are also vital for inspirational motivation.

Intellectual stimulation is achieved by raising employee awareness of organizational challenges and continuously questioning current organizational practices. One interviewee stated, "Encouraging critical thinking and questioning the status quo leads to continuous improvement and innovation." Developing employees' abilities and empowering them to enhance their adaptability are crucial for intellectual stimulation.

Enhancing followers' adaptability involves developing employees' abilities and facilitating their social identity within the organization. A participant highlighted, "Empowering employees and recognizing their competencies are essential for their growth and adaptability." Motivating employees through enhancing personal effectiveness and being a role model for them further strengthen their adaptability.

Finally, individual considerations include establishing friendly and intimate relationships with colleagues and providing encouragement and clear guidance for followers. As one manager mentioned, "Building personal connections and offering support and guidance are key to fostering a positive and productive work environment." Accepting managerial weaknesses and maintaining a spirit of receptiveness to criticism also contribute to individual considerations.

4 Discussion and Conclusion

The purpose of this study was to investigate the components of transformational leadership within the National Iranian Oil Terminals Company (NIOTC).

Through qualitative analysis of semi-structured interviews, several key themes were identified: creating a dynamic organizational vision, setting elevated goals, supporting organizational learning, transforming cultural values, fostering organizational trust, linking individual and collective interests, providing inspirational motivation, stimulating intellectual engagement, enhancing followers' adaptability, and considering individual needs. These findings align with and extend previous research on transformational leadership, offering specific insights into its application in the oil and gas sector.

The study found that effective transformational leaders at NIOTC emphasize creating a dynamic organizational vision. This involves gaining employees' respect and managing social and psychological demands. These findings are consistent with Avolio, Bass, and Jung (1999), who identified idealized influence as a key component of transformational leadership, whereby leaders act as role models and earn trust and respect from their followers (Avolio et al., 1999). Similarly, Jia, Huang, and Xu (2022) highlighted the importance of a compelling vision in enhancing teachers' job satisfaction and performance in China, demonstrating the universal applicability of this component across different contexts (Jia et al., 2022).

Another significant theme was the emphasis on setting elevated goals, which includes having a shared understanding of organizational objectives and reviewing the ethical implications of decisions. This supports the findings of Bajracharya (2023), who reported that transformational leadership in the educational sector of Nepal led to higher job satisfaction and performance through clear goal setting and ethical considerations (Bajracharya, 2023). Additionally, Afsouran et al. (2022) noted that mature employees respond well to high goals set by transformational leaders, further validating the importance of this component (Afsouran et al., 2022).

The theme of supporting organizational learning was evident in efforts to train and advance employees, reflecting the importance of continuous professional development. Ishii, Takemura, and Ichikawa (2020) similarly found that nurse managers' transformational leadership facilitated organizational learning in hospital wards, indicating that this component is critical across various industries (Ishii et al., 2020). This aligns with Griffith's (2004) findings that transformational leadership in schools promotes a culture of continuous improvement and learning, which is essential for organizational success (Griffith, 2004).

Transforming cultural values through innovation and employee empowerment was another key finding. This is supported by Mon, Robin, and Tarihoran (2021), who demonstrated that transformational leadership enhances employee performance by fostering a culture of innovation and engagement (Mon et al., 2021). Prabhu and Modem (2022) also emphasized the role of transformational leadership in driving team satisfaction and viability through cultural transformation, highlighting the broad applicability of this component (Prabhu & Modem, 2022).

The importance of fostering organizational trust was highlighted through honesty, transparency, and valuing work conscience. Yahaya and Ebrahim (2016) noted that trust is a fundamental aspect of transformational leadership, essential for building strong leader-follower relationships (Yahaya & Ebrahim, 2016). This theme is also supported by Bartone (2023), who found that trust and hardiness are critical predictors of leader performance in high-stress environments like military academies (Bartone, 2023).

Linking individual and collective interests by aligning personal and organizational goals was identified as crucial for transformational leadership. This finding is consistent with Afsouran et al. (2022), who reported that employees' maturity mediates the relationship between transformational leadership and organizational development, suggesting that mature employees are better able to align their personal goals with organizational objectives (Afsouran et al., 2022). This component also resonates with Tabassi et al. (2017), who linked team performance to the alignment of individual and collective interests facilitated by transformational leaders (Tabassi et al., 2017).

Inspirational motivation, achieved through regular interactions and fostering enthusiasm, was another key component. This aligns with the findings of Griffith (2004), who noted that transformational leaders in schools inspire staff through regular communication and motivational activities (Griffith, 2004). Bajracharya (2023) also emphasized the role of inspirational motivation in enhancing job satisfaction among educational staff in Nepal (Bajracharya, 2023).

Stimulating intellectual engagement by encouraging critical thinking and questioning current practices was found to be vital. This component is supported by Mon, Robin, and Tarihoran (2021), who highlighted the importance of intellectual stimulation in improving employee performance (Mon et al., 2021). Ishii, Takemura, and Ichikawa (2020) also found that intellectual stimulation by nurse managers

enhances organizational learning processes, underscoring its importance in different settings (Ishii et al., 2020).

Enhancing followers' adaptability through empowerment and skill development was identified as a crucial aspect of transformational leadership. This finding aligns with Avolio, Bass, and Jung (1999), who emphasized the importance of individualized consideration in developing followers' potential (Avolio et al., 1999). Dinh et al. (2022) also highlighted the role of transformational leadership in enhancing the adaptability and performance of small and medium enterprises in Vietnam (Dinh et al., 2022).

Finally, considering individual needs by establishing personal connections and providing support was found to be essential for transformational leadership. Yahaya and Ebrahim (2016) noted that individualized consideration is a key component of transformational leadership, vital for addressing followers' unique needs and fostering a supportive organizational culture (Yahaya & Ebrahim, 2016). Tran, Huynh, and Le (2023) also emphasized the importance of considering individual needs in enhancing teachers' commitment in Vietnam (Tran et al., 2023).

While this study provides valuable insights into the components of transformational leadership within NIOTC, it is not without limitations. Firstly, the study's qualitative nature, while providing in-depth understanding, limits the generalizability of the findings. The sample size of 19 participants, although sufficient for qualitative research, may not capture the full diversity of perspectives within NIOTC. Secondly, the study was conducted in a specific cultural and organizational context, which may influence the applicability of the findings to other settings. Finally, the reliance on self-reported data from interviews may introduce biases, such as social desirability bias, where participants may present themselves in a favorable light.

Future research should address these limitations by employing a mixed-methods approach, combining qualitative and quantitative data to enhance the generalizability and robustness of the findings. Larger sample sizes and diverse organizational contexts should be explored to provide a more comprehensive understanding of transformational leadership. Longitudinal studies could also be conducted to examine the long-term effects of transformational leadership on organizational performance and employee development. Additionally, future research should investigate the impact of transformational leadership on specific outcomes, such as innovation, employee well-being, and organizational resilience, to provide more targeted insights.

Based on the findings of this study, several practical recommendations can be made for leaders within NIOTC and similar organizations. Firstly, leaders should focus on creating a compelling and dynamic organizational vision that resonates with employees, fostering a sense of purpose and direction. Regular communication and face-to-face interactions are essential for providing inspirational motivation and building trust. Leaders should also prioritize continuous learning and development opportunities for employees, fostering a culture of innovation and adaptability. Finally, leaders should strive to align individual and organizational goals, creating a supportive environment that considers the unique needs and aspirations of each employee. By implementing these practices, leaders can effectively harness the power of transformational leadership to drive organizational success and development.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

sReferences

- Afsouran, N. R., Charkhabi, M., Mohammadkhani, F., & Seidel, L. B. (2022). The Link Between Transformational Leadership and Organizational Development: Testing the Mediating Role of Employees' Maturity. *The Journal of Management Development*, 41(7/8), 417-430. <https://doi.org/10.1108/jmd-06-2021-0167>
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership. *Journal of Occupational and Organizational Psychology*, 72(4), 441-462. <https://doi.org/10.1348/096317999166789>
- Bajracharya, A. (2023). Transformational Leadership and Employees' Job Satisfaction in the Educational Sector of Nepal. *Peoples J. MGT*, 26-45. <https://doi.org/10.3126/pjm.v11i1.63166>
- Bartone, P. T. (2023). Hardiness, Leadership Style and Gender as Predictors of Leader Performance in Military Academy Cadets. *Scandinavian journal of psychology*, 65(2), 223-230. <https://doi.org/10.1111/sjop.12969>
- Dinh, C. T., Pham, L. H. N., Le, T. N., & Le, T. N. P. (2022). Study on the Impact of Transformation Leadership on Performance of Small and Medium Enterprises in Can Tho City, Vietnam. *Science & Technology Development Journal - Economics - Law and Management*. <https://doi.org/10.32508/stdjelm.v6i2.866>
- Griffith, J. (2004). Relation of Principal Transformational Leadership to School Staff Job Satisfaction, Staff Turnover, and School Performance. *Journal of Educational Administration*, 42(3), 333-356. <https://doi.org/10.1108/09578230410534667>
- Ishii, K., Takemura, Y., & Ichikawa, N. (2020). Relationships Between the Components of Nurse Managers' Transformational Leadership and Organisational Learning Subprocesses in a Hospital Ward: A Cross-sectional Study. *Journal of nursing management*, 29(4), 672-680. <https://doi.org/10.1111/jonm.13203>
- Jia, Z., Huang, Q., & Xu, J. (2022). The Relationships Among Transformational Leadership, Professional Learning Communities and Teachers' Job Satisfaction in China: What Do the Principals Think? *Sustainability*, 14(4), 2362. <https://doi.org/10.3390/su14042362>
- Kwarteng, S., Frimpong, S. O., Asare, R., & Wiredu, T. J. N. (2024). Effect of employee recognition, employee engagement on their productivity: the role of transformational leadership style at Ghana Health Service. *Current Psychology*, 43(6), 5502-5513. <https://doi.org/10.1007/s12144-023-04708-9>
- McDonnell, M., Yang, Y., & Zadhasn, Z. (2024). Linking Emotional and Social Competencies to Career Readiness Among Senior Undergraduates [Research Article]. *Iranian Journal of Educational Sociology*, 7(1), 198-204. <https://doi.org/10.61838/kman.ijes.7.1.19>
- Mon, M. D., Robin, R., & Tarihoran, O. J. (2021). Effect of Transformational Leadership on Employee Performance With Employee Engagement as a Mediation Variable. *Journal of Business Studies and Management Review*, 5(1), 62-69. <https://doi.org/10.22437/jbsmr.v5i1.14333>
- Prabhu, N., & Modem, R. (2022). Shared Transformational Leadership and Emergent Team Processes: Determinants of Team Viability and Team Satisfaction. *Journal of Asia Business Studies*, 17(2), 225-255. <https://doi.org/10.1108/jabs-04-2021-0141>
- Tabassi, A. A., Roufechaei, K. M., Bakar, A., & Yusof, N. A. (2017). Linking Team Condition and Team Performance: A Transformational Leadership Approach. *Project Management Journal*, 48(2), 22-38. <https://doi.org/10.1177/875697281704800203>
- Tran, V. D., Huynh, T. T. S., & Le, T. H. (2023). Effects of Principals' Leadership Styles on Teachers' Commitment in Vietnam. *International Journal of Evaluation and Research in Education (Ijere)*, 12(3), 1572. <https://doi.org/10.11591/ijere.v12i3.25225>
- Yahaya, R., & Ebrahim, F. (2016). Leadership Styles and Organizational Commitment: Literature Review. *The Journal of Management Development*, 35(2), 190-216. <https://doi.org/10.1108/jmd-01-2015-0004>
- Zuraik, A., & Kelly, L. (2019). The role of CEO transformational leadership and innovation climate in exploration and exploitation. *European Journal of Innovation Management*, 22(1), 84-104. <https://doi.org/10.1108/EJIM-10-2017-0142>