

Transformational Leadership and Job Satisfaction – A Case Study of Afghan Youth Services Organization (AYSO)

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Abstract

Leaders must inspire individuals and teams in contemporary organizational structures characterized mainly by emphasizing cooperation. Organizations worldwide are attempting to embrace leadership abilities instead of relying solely on management theories and practices, which allows them to maintain their followers' motivation and achieve optimal results. The researcher chose AYSO as a model organization because of transformational leadership and its sound effects on employees' job satisfaction levels. However, the researcher discovered that the organization did not implement transformational leadership; instead, managerial behaviors were used. Meanwhile, after conducting several examinations, the researcher discovered that the Afghanistan environment lacked the necessary information on transformational leadership and its success stories.

Furthermore, the data were collected from a stratified sample of employees from different departments of the AYSO. The case study, research design, and deductive approach are used in this research. At the same time, a total number of 85 employees out of 107 employees of different departments and units of the Afghan Youth Services Organization (AYSO) were selected. The main finding of this study is that job satisfaction depends on the group of four transformational leadership dimensions in AYSO. At the same time, Individualized Consideration among AYSO employees is found to have a significantly superior effect on Job Satisfaction. In order to foster an environment of trust among their subordinates, the researcher advises AYSO supervisors to learn the techniques and concepts of transformational leadership. The study also suggests that to foster a supportive atmosphere and assist employees in realizing their full potential, leaders should coach people while taking notice of their requirements, goals, and abilities.

Keywords: Transformational Leadership, Job Satisfaction, AYSO, and Followers.

Introduction

The study's careful focus depends on identifying the application of transformational leadership and its dimensions in the Afghanistan context, which is absent from most of the country's organizations. However, most leaders currently employ management style theories, which prevent subordinates from feeling a sense of ownership over their organization and a free window into the working environment. Employees feel obligated to complete their assigned work in the interim but cannot bring fresh perspectives to the table or voice concerns to their line managers.

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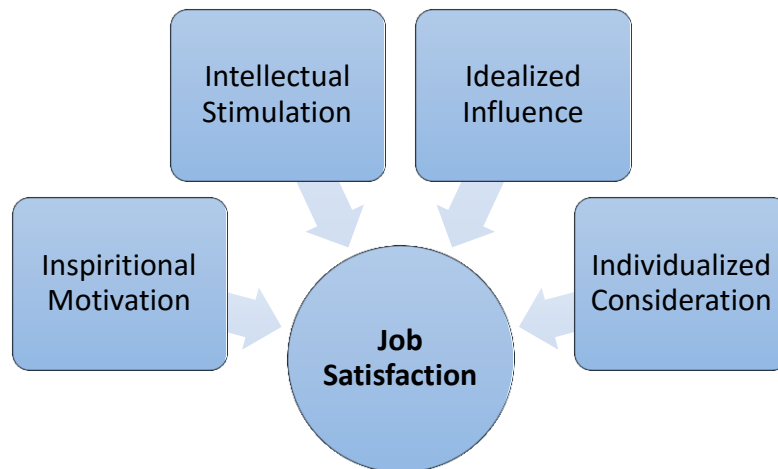
In actuality, the aspects of transformational leadership enable staff members to feel inspired and driven to contribute more to their company and relish their workdays. The present study reveals which aspects of transformational leadership are most appropriate and acceptable in the Afghanistan environment and which leadership style is most supported by the workforce, which indicates how satisfied they are.

Literature Review

According to Hanaysha et al. (2012), studies identify transformational leaders as actively interacting with their followers, showing charm and inspiration, and giving tailored attention. Scientific data proving its benefits on followers' extra-role behavior, effectiveness, and organizational learning firmly supports transformational leadership. According to the study, thorough thought and cognitive involvement help to determine followers' job happiness. Job satisfaction is adversely correlated with individualized attention; intellectual stimulation is positively correlated. It was shown that job happiness has nothing to do with a boss's charm or motivating ability. Amos' structural equation modeling allowed one to evaluate the three characteristics of transformative leadership regarding work satisfaction. Belias&Koustelios (2014) sought to examine closely how job satisfaction levels among bank staff members correlated with transformative leadership. An organization or institution's leadership is defined by how a leader sets instructions, carries out plans, and inspires staff members. Supervisors who use transformational leadership—a special kind of leadership—offer intellectual stimulation, show concern for their personal growth, and inspire their team members, enabling them to reach new heights. "Job satisfaction" is how workers view their working conditions, interpersonal interactions with coworkers, pay, and chances for professional development. The study shows how modern workplace problems—job satisfaction, employees' impressions of their company's unique culture, performance, and interactions with superiors and peers—are related. Moreover, other elements, such as demography, could affect the preferred leadership approach of the employees. Presenting various recommendations and conclusions, the study shows the reciprocal link between organizational culture and transformative leadership inside the banking sector. The ensuing inquiry conducted by Long et al. (2014) clarified that this study explored the correlation between employee job satisfaction and the transformational leadership approach. Ensuring a workforce that operates with efficacy and productivity requires the achievement of job satisfaction. Therefore, adopting an appropriate leadership style constitutes a strategy that managers may find advantageous in improving the contentment of their subordinates. A proficient leader fosters a milieu of trust and respect within their constituency. We examine four characteristics of transformative leadership: idealized influence, inspiration and motivation, cognitive engagement, and personalized care. Transformational leaders embody behaviors that enable them to be exemplary models for their followers. By infusing meaning into their followers' pursuits and introducing stimulating challenges, they undertake actions that uplift and energize those around them. Leaders must motivate their followers to invest effort and be mindful of each person's unique requirements in their journey of growth. An in-depth analysis of the existing literature indicates a notable relationship between these characteristics and employee job satisfaction, as demonstrated by the preponderance of previous studies. A methodical investigation was undertaken within a Malaysian government-linked enterprise. Three hundred seventy-eight individuals from six distinct departments were invited to participate in this study. The researcher received a total of 255 completed questionnaires. This indicates a return rate of 67.46%. Of the four transformational leadership characteristics, only one exhibits a noteworthy correlation with job satisfaction, as evidenced by the data. The characteristics linked to personalized consideration have been recognized as exerting the most profound impact on job satisfaction. Wan Omar and Hussin (2013) claimed that the study aimed to statistically investigate the links between job satisfaction and the transformational leadership style, especially via the prism of intellectual stimulation, individualized consideration, and charismatic or inspirational motivation. One hundred subjects, drawn from a Malaysian university, freely participated in the research. Data was evaluated using SPSS Amos software using confirmatory factor analysis (CFA). Producing almost perfect results for both incremental and absolute fit indices (CFI (comparative fit index) 1.000, p-value 0.469, RMSEA 0.006, and chi-square to the degree of freedom 1.004), the updated structural equation modeling (SEM) investigating the correlation between job satisfaction and transformational leadership style successfully met goodness-of-fit (GOF) criteria. Of the three qualities of leadership, only two correlated with work satisfaction. Whereas the factor of intellectual stimulation showed a positive link, the feature of individual consideration showed a negative correlation with job satisfaction. The findings revealed that leadership elements had no appreciable effect on job happiness, charisma, intellectual engagement, or individualized attention.

Conceptual Framework

Transformational Leadership



Objectives

1. To know the effect of applying transformational leadership on employee job satisfaction.
2. To identify the variation between transformational leadership and demographic profile Age.
3. To identify the variation between Job satisfaction and demographic profile Age of AYSO employees.

Hypothesis

1. There is no effect of applying transformational leadership on employee job satisfaction.
2. There is no variation between Inspirational motivation and different age groups of AYSO employees.
3. There is no variation between intellectual stimulation and the age groups of AYSO employees.
4. There is no variation between individualized consideration influence and the age groups of AYSO employees.
5. There is no variation between Idealized influence and different age groups of AYSO employees.
6. There is no variation between job satisfaction and the age groups of AYSO employees in Afghanistan.

Data and Methodology

This study employs a logical framework, research design, and case study methodology. This study evaluates transformational leadership and job satisfaction at the Afghan Youth Services Organisation (AYSO). The data was gathered from a stratified sample of AYSO personnel across multiple departments. Data were gathered from both primary and secondary sources for the investigation. Out of the 107 employees from various Afghan Youth Services Organisation (AYSO) sections, 85 persons were chosen (Yamane, 1967). The Statistical Package for Social Sciences (SPSS) software was employed to analyze the study's data.

Results and Discussion

Depended variable = Job Satisfaction

Independent variables = Inspirational Motivation, Intellectual stimulation, Individual Consideration, and Idealized Influence.

Population = Employee

Organization = Afghan Youth Services Organization (AYSO)

Proposed Regression Line:

$$JS = B_0 + B_1(IM) + B_2(IS) + B_3(IC) + B_4(II)$$

$$JS = 4.547 + 0.084(IM) + 0.476(IS) + 0.520(IC) + 0.397(II)$$

This can be interpreted as 1 unit change in IM, IS, IC, and II will bring about 0.084, 0.476, 0.476, 0.520, and 0.397 units' positive change in JS, respectively.

Table: 1 Model Summary (Hypothesis-1)						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.812 ^a	.660	.643	2.32073	
a. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Individualized Consideration, Intellectual Stimulation						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	836.947	4	209.237	38.850	.000 ^b
	Residual	430.865	80	5.386		
	Total	1267.812	84			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Individualized Consideration, Intellectual Stimulation						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.547	3.548		1.282	.000
	Inspirational Motivation	.084	.155	.046	.545	.003
	Intellectual Stimulation	.476	.145	.344	3.291	.001
	Individualized Consideration	.520	.115	.370	4.518	.000
	Idealized Influence	.397	.137	.268	2.900	.005
a. Dependent Variable: Job Satisfaction						

Hypothesis 1 outlines the dependency effects of job satisfaction on dimensions including inspirational motivation, intellectual stimulation, individual consideration, and idealized influence within the Afghan Youth Services Organisation (AYSO) employees. The findings are displayed in Table 1, obtained from the developed multiple regression model. The findings reveal that the F value of 38.850 is significant at the 5 percent level, resulting in the rejection of hypothesis 1. The results demonstrate that job satisfaction is affected by the four dimensions of transformational leadership within AYSO. The adjusted R square value of 0.643 from Table 1 reveals that 64 percent of job satisfaction is significantly influenced by this set of four transformational leadership dimensions in AYSO. The 't' values of 4.518, 3.291, 2.900, and 0.545 linked to components of Transformational Leadership such as Individualised Consideration, Intellectual Stimulation, Idealised Influence, and Inspirational Motivation indicate notable impacts on the proposed model.

To be more specific, it was shown that Individualized Consideration among employees of AYSO has a significantly superior effect on Job Satisfaction, with the highest value being 4.518. This was determined through research. This proves beyond a reasonable doubt the favorable effects of personalized consideration on the job satisfaction experienced by working employees. Additionally, it conveys to the management of AYSO that using such methods and behaviors will raise the level of self-confidence that employees have in their capabilities, enabling the organization to achieve a more significant number of its goals through the efforts of its employees. Intellectual stimulation has a considerable positive influence on job satisfaction among employees of AYSO, as indicated by the next t value, which is 3.291. This implies that the association between intellectual stimulation and job satisfaction has a significant positive effect. The positive effects of Intellectual Stimulation on the level of job satisfaction experienced by employees are unequivocally supported by this evidence. In addition, it makes it possible for the organization to use the inventiveness and originality of its employees to attain the highest possible production level.

There is a significant relationship between the 't' value of 2.900 that was found for the Idealised Influence and the level of job satisfaction that AYSO experiences. The significance and perceptible impact of this value cannot be overstated. As an illustration of the positive benefits of idealized influence on the amount of job satisfaction that employees experience, this is a good example of how it improves connections and builds a bridge of confidence for each other's potential. Based on the value of 0.545 that was discovered for the 't' statistic, it can be deduced that Inspirational Motivation has a significant and significant impact on the level of Job Satisfaction experienced by employees whom AYSO employs. The research presented here demonstrates that intellectual stimulation leads to higher job satisfaction among workers and provides sufficient opportunity for the development of teams if appropriate opportunities are provided.

Variation between Job satisfaction and demographic profile Age:

The differences in Inspirational Motivation within AYSO across different age groups—individuals aged 18 to 25, 26 to 35, 36 to 45, 46 to 60, and those over 60—are detailed in hypothesis 2. The findings and analysis are detailed in Table 2, which is based on a one-way ANOVA model that has been constructed.

Table: 2 ANOVA (Hypothesis-2)					
Percentile Group of Inspirational Motivation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.755	3	1.252	2.026	.117
Within Groups	50.056	81	.618		
Total	53.812	84			

The F value of 2.026, which corresponds to Inspirational Motivation in AYSO, is insignificant at the 5% level for each age group, as indicated by the results of the one-way ANOVA model in Table 2. Therefore, hypothesis 2 is endorsed at a 5% level of significance.

Table: 3 ANOVA (hypothesis-3)					
Percentile Group of Intellectual Stimulation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.461	3	.820	1.272	.290
Within Groups	52.245	81	.645		
Total	54.706	84			

The variations in cognitive engagement within AYSO among different age groups, specifically individuals aged 18 to 25, 26 to 35, 36 to 45, 46 to 60, and those over 60, are detailed in Hypothesis 3. The results are displayed in Table 3, obtained from the analysis performed using a one-way ANOVA model. The findings from the one-way ANOVA model shown in Table 3 reveal that the F value of 1.272, related to Intellectual Stimulation in AYSO among the different age groups analyzed, is considered insignificant at the 5 percent level. Consequently, hypothesis 3 is confirmed at a 5 percent level of significance.

Table: 4 ANOVA (hypothesis-4)					
Percentile Group of Individualized Consideration					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.068	3	1.023	1.545	.209
Within Groups	53.637	81	.662		
Total	56.706	84			

Hypothesis 4 outlines the differences in Individualised Consideration in AYSO across various age groups, including 18–25 years, 26–35 years, 36–45 years, 46–60 years, and above 60 years among employees. The

results are displayed in Table 4, obtained from a one-way ANOVA model. The one-way ANOVA results in Table 4 reveal that the F value 1.545 for Individualised Consideration in AYSO among different age groups does not achieve statistical significance at the 5 percent level. Consequently, hypothesis 4 is accepted at the 5 percent significance level.

Table: 5 ANOVA (hypothesis-5)					
Percentile Group of Idealized Influence					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.129	3	.710	.944	.423
Within Groups	60.859	81	.751		
Total	62.988	84			

Hypothesis 4 outlines the differences in Individualised Consideration in AYSO across various age groups, including 18–25 years, 26–35 years, 36–45 years, 46–60 years, and above 60 years among employees. The results are displayed in Table 4, obtained from a one-way ANOVA model. The one-way ANOVA results in Table 4 reveal that the F value 1.545 for Individualised Consideration in AYSO among different age groups does not achieve statistical significance at the 5 percent level. Consequently, hypothesis 4 is accepted at the 5 percent significance level.

Table: 6 ANOVA (hypothesis-6)					
Percentile Group of JobSatisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.354	3	1.118	1.599	.001
Within Groups	56.646	81	.699		
Total	60.000	84			

Within the context of AYSO, the disparities in job satisfaction among individuals of different age groups are stated in hypothesis number six. These age categories include those aged 18 to 25, 26 to 35, 36 to 45, 46 to 60, and older than 60. A one-way analysis of variance (ANOVA) model was constructed and used to produce the results, which are provided in Table 6. The findings of the one-way analysis of the variance model, which are provided in Table 6, suggest that the F value of 1.599, which is associated with Job Satisfaction in AYSO across the various age groups, is significant at the 5% level. At the significance level of five percent, our conclusion is that hypothesis six is not supported. Multiple comparisons were carried out using the LSD method in order to discover the specific variations that exist among the various age groups. The findings of these comparisons are shown below, with the variations outlined in the following manner.

Variation between transformational leadership and demographic profile age group

Table 7 illustrates that the employees of the age group 36–45 years exhibit the highest levels of job satisfaction in AYSO. Job satisfaction is highest in the 26–35 age group, followed by the 46–60 age group, with the lowest levels observed in the 18–25 age group among employees. Table 7 demonstrates that the differences in Job Satisfaction within AYSO between 18–25 years and 36–45 years are statistically significant at the 5 percent level.

Table: 7Multiple Comparisons						
Dependent Variable: Percentile Group of JobSatisfaction						
LSD						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18 – 25 years	26 – 35 years	-.331	.216	.130	-.76	.10
	36 – 45 years	-.625*	.307	.045	-1.23	-.01
	46 – 60 years	-.136	.343	.693	-.82	.55
26 – 35 years	18 – 25 years	.331	.216	.130	-.10	.76
	36 – 45 years	-.294	.283	.301	-.86	.27
	46 – 60 years	.195	.322	.547	-.45	.84
36 – 45 years	18 – 25 years	.625*	.307	.045	.01	1.23
	26 – 35 years	.294	.283	.301	-.27	.86
	46 – 60 years	.489	.389	.212	-.28	1.26
46 – 60 years	18 – 25 years	.136	.343	.693	-.55	.82

	26 – 35 years	-.195	.322	.547	-.84	.45
	36 – 45 years	-.489	.389	.212	-1.26	.28
*. The mean difference is significant at the 0.05 level.						

The comparisons in Table 7 indicate that the variations in Job Satisfaction in AYSO between the age groups 18–25 years and the age group 26–35 years are not statistically significant at the 5 percent level. The age groups of 18 to 25 years and 46 to 60 years show minute differences. At the 5 percent level, the variations in Job Satisfaction within AYSO between the age groups of 26–35 years and 36–45 years are statistically insignificant. Likewise, at the 5 percent level, the variations in job satisfaction between the age group of 26–35 years and the age group of 46–60 years are statistically insignificant. Furthermore, judged negligible at the 5 percent level are the variations between the age groups of 36 to 45 years and 46 to 60 years. The results show a noteworthy correlation between job satisfaction within AYSO and employee age groupings.

Conclusion

In modern collaborative organizational structures, leaders need to inspire both individual members and groups as a whole. Leading teams involves navigating various challenges, including enabling effective communication and task completion, overseeing resource management, cultivating a supportive and reliable atmosphere, and ensuring personal goals align with the overall mission. Transformational leadership, recognized as one of the most thoroughly examined leadership phenomena, is closely associated with employee satisfaction and the desired results for staff members. The investigation employed a case study approach, focusing on individuals from the Afghan Youth Services Organisation (AYSO) as the subject of analysis. Out of 107 personnel from various sections of the Afghan Youth Services Organisation (AYSO), 85 were chosen to provide thorough coverage and analysis of the findings.

Most respondents suggest that transformative leaders inspire their followers by fostering a sense of purpose and presenting challenges. They diligently and optimistically strive to cultivate an environment of dedication and collaboration. These leaders inspire their followers to embrace innovation and creativity, support new ideas proposed by their followers, and avoid publicly criticizing them for their errors. Moreover, they maintain that a leader's ability to impact followers is contingent upon embodying their principles. Leaders serve as guides and role models for their team members, recognizing their creativity and innovative contributions. It is recommended that organizations implement training methods focused on transformational leadership behaviors at various levels and encourage supervisors to adopt the most effective styles they learn to cultivate the essential skills and knowledge. This study suggests that supervisors within the organization adopt specific behaviors to foster a culture of trust with their subordinates: Idealised Influence, Individualised Consideration, Intellectual Stimulation, and Inspirational Motivation. These behaviors have a positive and significant impact on employees' job satisfaction. The study, being conducted within a non-governmental civil society organization, may not accurately represent data from private entities. Additionally, since it was limited to a single organization, the conclusions drawn cannot be generalized to apply to other organizations.

Conflict of Interest

The authors assert no conflicts of interest related to this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

Author Contribution Statement

Dr. Ahmad Sear Rahmanzai Sapai and Dr. Adil Rasool are both accountable for the design and organization of the study, as well as the data analysis and report writing. Furthermore, they provided assistance with data collection, made significant textual revisions, and contributed to the literature review. Additionally, they assisted with the study's design, supervised the controlled study procedures, and supported the analysis of the outcomes. Additionally, the manuscript was reviewed and enhanced to enhance its coherence and clarity. Both authors reviewed and endorsed the final manuscript.

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