

## TRANSFORMATIONAL LEADERSHIP AFFECTING THE PERFORMANCE OF PERSONNEL IN JOINTOWN PHARMACEUTICAL GROUP CO., LTD.

Chunyan Guo<sup>1</sup>

Phatthararuethai Kenikasahmanworakhun<sup>1\*</sup>

Received 2 March 2023

Revised 28 March 2023

Accepted 7 September 2023

### Abstract

Medicines play a critical role in maintaining public health. High-quality pharmaceuticals are in high demand; hence the pharmaceutical industry is in a state of intense competition. Employee productivity is a key factor in the success of pharmaceutical organisations. As a result, successful leadership approaches that increase productivity in the workplace are crucial. There has been a rise in interest in transformational leadership. The objective of this study was to study the effects of transformational leadership on the performance of personnel in Jointown Pharmaceutical Group Co., Ltd. The sample used in this study was 379 employees in Jointown Pharmaceutical Group Co., Ltd. Tool use to collect data was a set of questionnaires. Statistics used in data analysis were frequency, percentage, mean, standard deviation, and multiple regression analysis.

The result found that transformational leadership including idealized influence ( $\beta = 0.176$ ), inspirational motivation ( $\beta = 0.286$ ), intellectual stimulation ( $\beta = 0.216$ ) and individualized consideration ( $\beta = 0.223$ ) affecting the performance of personnel was statistically significant at a level of 0.05, of which the four variables together predicted the performance of personnel by 82.4%.

**Keywords:** Transformational Leadership, Performance

---

<sup>1</sup> Faculty of Business Administration, Thongsook College. E-mail: chunyan.thongsookcollege@hotmail.com

\* Corresponding author e-mail: phatthararuethai\_tsc@gmail.com

## Introduction

Since the beginning of the 21st century, psychological research on leadership has contributed to generating improvements in business organizations that positively influence their performance and working environments. Some of the most relevant scientific contributions analyze the effects of leadership on the improvement of interpersonal skills and their potential to reach personal and organizational objectives. When looking into research in Schools of Business Administration, many studies have been conducted to find out new bodies of knowledge to unleash employees' potential and to provide students with the necessary psychological competencies, skills, and abilities required to deal with a constantly evolving business climate. Thus, a growing number of studies are focusing on the competencies required to generate an impact on business organizations. These include self-efficacy, leadership, and locus of control. Leadership plays a key role in these studies in terms of the actions developed through leadership, their reception among organizational groups, and the impact generated on business organizations (Thompson et al., 2019).

Transformational Leadership consist of Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration. Transformational leaders can create significant organizational change and act as change agents, foster a higher level of intrinsic motivation, and loyalty among followers, introduce a new image or view of the future and create a commitment to this image among followers (Kreitner & Kinicki, 2008; Noorshahi & Sarkhabi, 2008). The five components that make up transformational leadership are idealised influence (attribute and behaviour), inspiring motivation, intellectual stimulation, and individualised concern. Idealized influence refers to the qualities that are exhibited by a leader. The degree to which leaders are seen by followers as motivating examples to emulate is referred to as idealised influence. These leaders are held in high esteem, respect, and confidence; followers recognise and strive to emulate their leaders (Bass et al., 2003). Idealized influence can be broken down into two categories: idealised influence attribute, in which leaders are accorded trust and respect; and idealised influence behaviour, in which leaders demonstrate excellent behaviour and are willing to make personal sacrifices to advance the goals of their workgroup (Moss & Ritossa, 2007). Inspiring motivation is a term that refers to the extent to which a leader articulates a vision that is alluring and uplifting to followers (Judge & Piccolo, 2004). Leaders inspire their teams by seeing a bright future (Antonakis et al., 2003). and taking actions that add purpose and challenge to their employees' daily tasks (Bass et al., 2003). Intellectual stimulation explains

the degree to which the leaders stimulate their followers' endeavours to be innovative and creative (Limsila & Ogunlana, 2008), and consider old organizational problems with a new perspective (Moss & Ritossa, 2007). Individualized consideration refers to the degree to which leaders provide support, encouragement, and coaching to followers. The leaders listen carefully to the individual needs of followers and may delegate certain responsibilities to help followers grow through personal challenges (Bass & Avolio, 1994; Bass et al., 2003; Judge & Piccolo, 2004).

Transformational leadership tends to maximize the level of professional performance of work. In addition, to provide literature on the association of transformational leadership and work performance, researchers indicate that organizations of diverse structures are highly dependent upon the performance of their workers. Past studies have empirically established the positive association between work performance and transformational leadership (Barling et al., 1996). Transformational leaders inspire their followers to have a shared vision of targeted goals and standards of performance defined by the organization and also facilitate them to achieve them (Anderson et al., 2017). Another factor which is highly influenced by transformational leadership is employee burnout which may be decreased through this particular style of leadership. In any organisational setting, there is an extremely high probability that stress will be present. Transformational leadership is the most influential factor that enhances the employee's ability to deal with all kinds of circumstances. This is because a transformational leader provides supportive circumstances to employees so that they can maintain the optimal level of mental health through inspirational motivation and also enhances their confidence level. Additionally, this type of leader enhances the employee's ability to deal with all kinds of circumstances. (Zwingmann et al., 2014)

A high level of productivity is what is required of every organisation, and this can only be achieved when workers are engaged in their jobs, attentive to their duties, and dedicated to their work. Because of this, the company can realise a high level of efficiency and effectiveness in the accomplishment of its goals and objectives. Because performance has such a direct bearing on both the calibre of work produced and the extent to which an organisation is successful, poor performance on the part of employees at any level will have a detrimental effect on the organisation as a whole. The researchers are interested in studying transformational leadership and how it affects the efficiency of personnel performance at Jointown Pharmaceutical Group Co., Ltd. They plan to use the findings from this study to strengthen transformational leadership, which will ultimately lead to more efficient performance.

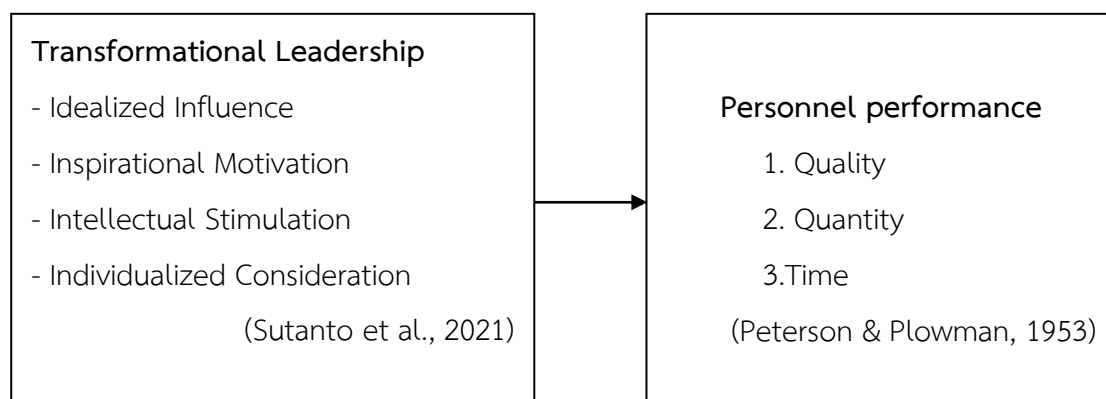
## Research Objectives

To study the effects of transformational leadership on the performance of personnel in Jointown Pharmaceutical Group Co., Ltd.

## Research hypothesis

Transformational leadership has a significant effect on the performance of personnel in Jointown Pharmaceutical Group Co., Ltd.

## Conceptual frameworks



**Figure 1** The Conceptual Framework

## Literature Review

### Concepts and Theories about Transformational Leadership

The model of leadership known as transformational leadership is one in which an organisation achieves its goals through the collective support of its members (Korejan & Shahbazi, 2016). The morale and self-confidence of a team can be boosted to enable the team to more easily align itself with an overarching vision or shared purpose. Idealized influence, inspirational motivation, intellectual stimulation, and individualised consideration are the components that make up transformational leadership (Sutanto et al., 2021).

### Idealized Influence / Charismatic

An idealised form of influence is represented by leaders that exhibit charisma, have a thirst for knowledge, and present their ideas in a straightforward yet diplomatic manner. All of the members of the team freely place their trust in these leaders since they uphold such high standards as role models. This quality is incomplete without charisma, which is why it's important to cultivate it. Because charisma allows leaders to unite their followers behind a

common goal, possessing it is critical for success in leadership roles. The capacity to pay attention in the here and now while also actively listening to each member of the team is one of the most common ways that charisma may be demonstrated. A leader who exudes charisma inspires others to aspire to be more like them, and members of the group will work hard to model themselves after this figure (Tyssen et al., 2014).

### **Inspirational Motivation**

The term “inspirational motivation” refers to the motivational qualities possessed by leaders who are also willing to commit to a vision. They do this by bolstering the sense of teamwork among the members of the group, as well as by cultivating a sense of community and a direction for the group's efforts. Communication needs to be kept as straightforward as possible to accomplish this goal. This indicates that their mode of communication must be tailored to meet the requirements of the team as effectively as possible. Leaders can communicate their vision to the members in a way that is both clear and succinct. This offers structure and order, allowing members to carry out their responsibilities without becoming confused. Leaders establish a crystal-clear plan for the future and communicate expectations at the outset, before the commencement of any activity. For members to accept the leaders' ideas and have faith in their vision, the leaders themselves need to be able to convey their words with an air of authority (Chebon et al., 2019).

### **Intellectual Stimulation**

Intellectual stimulation is a trait of leaders that inspires creativity and originality in their followers by encouraging them to think creatively beyond the box. Followers who are stimulated in the right way are more likely to develop their analytical and problem-solving abilities, which ultimately benefits the group or organisation as a whole. This inspires a group to perform at a higher level than they ever thought was possible and defies the conventional beliefs of the group. It is important to build a sense of importance and a stake in the overall success of the business, and one way to do this is to encourage innovation. Each member of the team will be included in the decision-making process if innovation is encouraged. So, leaders have a responsibility to subtly alter how their followers approach problem-solving and think of fresh and original approaches to fulfil the goals of their teams. In a nutshell, leaders need to realise that there is more than one method to accomplish a task and that there is no single route that always leads to innovation (Agyemang et al., 2017).

### **Individual Consideration**

Individual consideration refers to the degree to which a leader pays attention to the specific requirements of each follower. Members are inspired by transformational leadership because the focus is on how each individual contributes to the accomplishment of the broader mission. This necessitates taking into consideration, as well as giving value to, the individual members' motives, desires, and requirements. Leaders often make opportunities for individualised training available to subordinates when they have determined the factors that are behind the individual's drive. This allows the members of the team to develop their skills and knowledge in an atmosphere in which they are at ease. According to Hautamaki (2016), using emotional intelligence to engage individuals is necessary.

### **The concept of employee performance**

Employee performance comes from the word job performance or actual performance. Employee performance is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him (Hermina & Yosepha, 2019). Peterson and Plowman (1953) gave three dimensions of employee performance including (1) quality refers to producers and users getting value for money and being satisfied, and results of work are accurate, standardized, and fast. (2) Quantity refers to the work that occurs must be in accordance with the requirements expected of the agency, with the practicable output being the appropriate amount as specified in the work plan or target. And (3) time refers to the time used in the operation must be in a manner that is collected according to the principles suitable for work and modern Techniques that have been developed.

### **Research Methodology**

The study sampled 394 employees from a population of 25,000 from Jointown Pharmaceutical Group Co., Ltd., utilising Yamane's (1973) formula and convenience sampling techniques.

The research instrument that was used to collect data for this study was a questionnaire. This questionnaire was generated from the study research literature review and related research to determine the scope of the questions so that they matched the research objectives. The following are the four sections that make up the whole: Part 1 of the questionnaire will include demographic characteristics; Part 2 will focus on transformational leadership; Part 3 will cover performance, and Part 4 will cover other suggestions and comments. The outcome of the reliability test was a

confidence value of 0.749, which is greater than 0.7, indicating that the questionnaire was dependable on how to gather information.

Data analysis was descriptive statistics are frequency, percentage, Mean and Standard Deviation to explain the preliminary data. And inferential statistical analysis is the test of the research hypothesis with a statistical significance level of .05 with the multiple regression analysis.

## Research Results

The results of the general analysis of the respondents found that the majority of respondents were female (55.94%), were 21 - 40 years old (37.99%), had a bachelor's degree (49.08%), and had a median monthly income of 2,000 yuan (38.79%).

**Table 1** shows the mean and standard deviations of transformational leadership.

Transformational leadership	$\bar{X}$	SD	Level of opinion
- Idealized influence	3.80	0.71	High
- Inspirational motivation	3.76	0.74	High
- Intellectual stimulation	3.69	0.78	High
- Individualized consideration	3.70	0.78	High
Total	3.74	0.68	High

According to Table 1, the majority of respondents had a high level of opinion on overall and individual leadership. Considering the average, respondents had the highest opinions on Idealized influence ( $\bar{X} = 3.80$ ,  $SD = 0.71$ ), followed by Inspirational motivation ( $\bar{X} = 3.76$ ,  $SD = 0.74$ ) and least Intellectual stimulation ( $\bar{X} = 3.69$ ,  $SD = 0.78$ ).

The below explanations are a summary of transformational leadership uncovered in this study. Respondents had a large number of overall and individual opinions. Based on the average, respondents had the highest opinions on Idealized influence, followed by Inspirational motivation and least Intellectual stimulation.

1. Idealized influence: Respondents have a large overall and individual opinion. Looking at the average, respondents had the most opinions on You were a good role model, working hard for the organization's success, followed by You will fulfil the promises you have made to your superiors. Always colleagues or subordinates and at least you can accomplish the vision and objectives of the organization.

2. Inspirational motivation: The respondents had a very high level of overall and individual opinions. Looking at the average, respondents had the most opinions on You often use words to excite your colleagues or subordinates to gain confidence and increased effort at work, followed by You are always eager to do challenging tasks and least You always put forward examples of those who have succeeded in the work of the organization as role models in their work.

3. Intellectual stimulation: The respondents had very high overall and individual opinions. Considering the average, respondents have comments on You often advise colleagues or subordinates to bring tools. Equipment or technology can be used to work more quickly most followed by “You often give your colleagues or subordinates the opportunity to suggest ways to improve problems minimally”; “When problems arise in the organization, you often attend meetings with colleagues and subordinates”. To brainstorm ideas. Find a solution to the problem.

4. Individualized consideration: The respondents had a very high level of overall and individual opinions. You are always caring, caring, helping colleagues or subordinates, other work and personal the most, followed You often take into account the feelings of your colleagues or subordinates in their assignments and least You often give your colleagues or subordinates the opportunity to transition to work that matches their abilities.

**Table 2** shows the average and standard deviation of the performance of personnel.

Performance of personnel	$\bar{X}$	SD	Level of opinion
- Quality	3.57	1.00	High
- Quantity	3.73	0.73	High
- Time	3.65	0.71	High
Overall	3.65	0.75	High

According to Table 2, the majority of respondents had a high opinion on the overall and individual performance of personnel. Considering the average, respondents had the most opinions on Quantity ( $\bar{X}$  = 3.73, SD = 0.73), followed by Time ( $\bar{X}$  = 3.65, SD = 0.71) and Quality ( $\bar{X}$  = 3.57, SD = 1.00).



Table 3 show the results of testing transformational leadership on the performance of personnel.

Performance of personnel	b	Std. Error	B	t	p-value
Constant	-0.017	0.092		-0.187	0.852
- Idealized influence	0.141	0.038	0.135	3.714	0.000*
- Inspirational motivation	0.372	0.049	0.368	7.569	0.000*
- Intellectual stimulation	0.190	0.039	0.199	4.906	0.000*
- Individualized consideration	0.279	0.037	0.292	7.565	0.000*
R = 0. 909, R <sup>2</sup> = 0. 826, Adjusted R <sup>2</sup> = 0. 824, SE <sub>EST</sub> = 0. 314, F = 442.679, p-value = 0.000*					

\* Statistically significant at the level of 0.05.

According to Table 3, transformational leadership, which includes idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration affecting the performance of personnel was statistically significant at a level of 0.05, of which the four variables together predicted the purchasing decision of packaged dairy products in Sichuan province by 82.4%. Table 3 also shows that idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration affecting the performance of personnel were statistically significant.

It can be written in the form of raw and standard score equations as follows:

$$\hat{Y} = -0.017 + 0.141 \text{ Idealized influence} + 0.372 \text{ Inspirational motivation} + 0.190 \text{ Intellectual stimulation} + 0.279 \text{ Individualized consideration}$$

$$Z_y = 0.135 \text{ Idealized influence} + 0.368 \text{ Inspirational motivation} + 0.199 \text{ Intellectual stimulation} + 0.292 \text{ Individualized consideration}$$

### New Knowledge constructed in this study

The findings of the research that was done on the topic of “Transformational leadership and its impact on personnel performance in Jointown Pharmaceutical Group Co., Ltd.” have shown some fresh insights. According to the findings of the study, transformational leadership, which is characterised by idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration, has a significant influence on the overall performance of personnel at a level of statistical significance equal to 0.05. This study gives precise and concentrated knowledge in the context of the organisation, which stresses the fact that this style of leadership transformation contributes to the enhancement of employee performance. Each of the four components of

transformational leadership is necessary for the development of an individual's potential within an organisation. Developing and promoting the potential of the organisation as a whole can be accomplished by encouraging creative thinking, motivating employees, fostering intellectual growth, utilising problem-solving abilities, and paying attention to the details of each team member. This will lead to success in highly competitive environments.

## Discussions

The findings indicate that transformational leadership affects staff performance. This is because leadership plays a significant part in convincing followers to carry out their superiors' instructions in an efficient manner. In addition to this, it fosters the concept of improving oneself to achieve greater success in one's career. Research conducted by Musa et al. (2018) indicated that transformational leadership has a beneficial effect on employee performance. These findings are consistent with the findings of that research. Garca-Morales et al. (2008) found that increasing the competitiveness of firms that are already on par with their rivals was the most effective strategy. The research revealed that a statistically significant relationship existed between every factor and performance. The following is a discussion of the findings based on weight values provided by the researchers:

1. Inspirational motivation has the greatest impact on performance, as motivating employees is one of the qualities of leaders who must use techniques and methods to motivate employees to perform their duties to the fullest, either by relying on rewards or even solving monetary rewards. To encourage employees to make successful operational efforts. These findings are consistent with the research of Arman et al. (2019) study "the effect of transformational leadership and Motivation on employee performance". The research found that Inspirational motivation has a positive effect on employee performance. And consistent with the research of Ngaithe et al. (2016) study "Effect of idealized influence and inspirational motivation on staff performance in state-owned enterprises in Kenya". The research found that Inspirational motivation has a positive effect on staff performance.

2. Individualized consideration affects the performance of work, secondarily, because the focus on personnel in the organization is necessary for the management of the organization to achieve the quality of work of employees in accordance with their individual needs. In addition, this attention also makes employees more loyal to the leader and feels more attached to the organization. These findings are consistent with the research of Ogola (2017) study "the influence of individualized consideration leadership behaviour on

employee performance in Small and medium enterprises in Kenya”. The research found that individualized consideration has a positive effect on employee performance. And consistent with the research of Chebon et al. (2019) study “influence of individualized consideration and intellectual stimulation on employee performance: lessons from Moi Teaching and Referral Hospital, Eldoret, Kenya”. The research found that individualized consideration has a positive effect on employee performance.

3. Intellectual stimulation affects operational efficiency because stimulating creativity in the field of work is one of the key roles in driving the organization. No jamming or delayed procedures. Therefore, problem stimulation is one of how organizations can achieve success in terms of competition and innovation in new work that surpasses their competitors. These findings are consistent with the research of Ogola et al. (2017) study “the influence of intellectual stimulation leadership behaviour on employee performance in SMEs in Kenya”. The research found that intellectual stimulation has a positive effect on employee performance. And consistent with the research of Chebon et al. (2019) study “Influence of individualized consideration and intellectual stimulation on employee performance: lessons from Moi Teaching and Referral Hospital, Eldoret, Kenya”. The research found that intellectual stimulation has a positive effect on employee performance.

4. Idealized influence has the least impact on performance, as ideological influence paints a picture for all employees to have feelings. To work in accordance with the objectives and vision of the organization. That vision is one of the tools that all executives must have to require personnel to perform in the same direction and be significantly consistent. These findings are consistent with the research of Ngaithe et al. (2016) study “Effect of Idealized influence and inspirational motivation on Staff performance in state-owned enterprises in Kenya”. The research found that idealized influence has a positive effect on staff performance. And consistent with the research of Sutanto et al. (2021) study “The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance”. The research found that idealized influence has a positive effect on employee performance.

### **Implications of the study**

This research is useful in that the management of an organization is used to formulate business policies and strategies. By creating a curriculum that promotes a level of transformational leadership for the workforce. This course will make employees

systematically prepared for all aspects of change, as well as help employees, to be more committed to working for the company to the fullest extent possible and more engaged with the organization.

### Future Research

1. In the future, research should be carried out using qualitative research approaches so that insights can be gained into the intensity of the feeling. Consider the facts and put them to use so that you may either enhance things or suggest a new strategy. And should look at other aspects that have an impact on employee performance, such as determinants of motivation, levels of job satisfaction, work-life balance programmes, etc.

2. In upcoming research, other potential causal elements should be investigated as influential variables to improve the effectiveness of employees working for the business.

3. In future studies, the variables, experiences, and skills of the staff should be investigated. to foster learning to bring about additional change inside the organisation.

### References

- Agyemang, F. G., Boateng, H., & Dzandu, M. D. (2017). Examining intellectual stimulation, idealised influence and individualised consideration as an antecedent to knowledge sharing: Evidence from Ghana. **Knowledge management and e-learning**, 9(4), 484-498.
- Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What works for you may not work for (Gen) Me: Limitations of present leadership theories for the new generation. **The Leadership Quarterly**, 28(1), 245-260.
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. **The leadership quarterly**, 14(3), 261-295.
- Arman, R., Wardi, Y., & Evanita, S. (2019, April). The effect of transformational leadership and motivation on employee performance. In **2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2018)** (pp. 759-767). Atlantis Press.
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. **Journal of applied psychology**, 81(6), 827-832.

- Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. **The International Journal of Public Administration**, 17(3-4), 541-554.
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. **Journal of applied psychology**, 88(2), 207.
- Chebon, S. K., Aruasa, W. K., & Chirchir, L. K. (2019). Influence of individualized consideration and intellectual stimulation on employee performance: lessons from Moi Teaching and Referral Hospital, Eldoret, Kenya. **IOSR Journal of Humanities and Social Science**, 24(7), 11-22.
- García-Morales, V. J., Lloréns-Montes, F. J., & Verdú-Jover, A. J. (2008). The effects of transformational leadership on organizational performance through knowledge and innovation. **British journal of management**, 19(4), 299-319.
- Hautamäki, P. (2016). **Leading with individual consideration: forming value with customers in business interactions.**  
[https://www.uwasa.fi/sites/default/files/midgard/links/isbn\\_978-952-476-711-8.pdf](https://www.uwasa.fi/sites/default/files/midgard/links/isbn_978-952-476-711-8.pdf)
- Hermina, U. N., & Yosepha, S. Y. (2019). The model of employee performance. **International Review of Management and Marketing**, 9(3), 69-73.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. **Journal of applied psychology**, 89(5), 755.
- Korejan, M. M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. **Journal of fundamental and applied sciences**, 8(3), 452-461.
- Kreitner, R., & Kinicki, A. (2008). **Organizational behavior: Key concepts, skills & best practices.** McGraw-Hill.
- Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. **Engineering, construction and architectural management**.
- Moss, S. A., & Ritossa, D. A. (2007). The impact of goal orientation on the association between leadership style and follower performance, creativity and work attitudes. **Leadership**, 3(4), 433-456.
- Musa, Y., Danjuma, S., Ayotunde Alaba, F., Ritonga, R., Muhammad, A., Djajanto, L., & Herawan, T. (2018). An impact of transformational leadership on employees' performance: a case study in Nigeria. In Information Systems Design and Intelligent Applications: **Proceedings of Fourth International Conference INDIA 2017** (pp. 708-719). Springer Singapore.

- Ngaithe, L. N., K'Aol, G. O., Lewa, P., & Ndwiga, M. (2016). Effect of idealized influence and inspirational motivation on staff performance in state owned enterprises in Kenya. **European Journal of Business and Management**, 8(30), 6-13.
- Noorshahi, N., & Ymany Dozi Sarkhabi, M. (2008). A study of relationship between consequences of leadership style of the president of Iranian universities and institutions of higher education. **Academic Leadership**, 6(2), 7.
- Ogola, M. (2017). The influence of individualized consideration leadership behavior on employee performance in small and medium enterprises in Kenya. **International Journal of Business and Social Science**, 8(2), 163-173.
- Ogola, M., Sikalieh, D., & Linge, T. (2017). The influence of intellectual stimulation leadership behavior on employee performance in SMEs in Kenya. **Journal of Business and Social Science**, 8(2), 89-100.
- Peterson, E., & Plowman, G. E. (1953). **Business organization and management** (3rd ed.). Ill: Irwin.
- Sutanto, H., Utami, Y., & Diantoro, A. K. (2021, October). The Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration on HR Performance. In **RSF Conference Series: Business, Management and Social Sciences** (Vol. 1, No. 3, pp. 100-109).
- Thompson, J. A., Bengio, Y., & Schönwiesner, M. (2019). **The effect of task and training on intermediate representations in convolutional neural networks revealed with modified RV similarity analysis**. arXiv preprint arXiv:1912.02260.
- Tyssen, A. K., Wald, A., & Heidenreich, S. (2014). Leadership in the context of temporary organizations: A study on the effects of transactional and transformational leadership on followers' commitment in projects. **Journal of Leadership & Organizational Studies**, 21(4), 376-393.
- Yamane, T. (1973). **Statistics: an introductory analysis**. Harper. & Row.
- Zwingmann, I., Wegge, J., Wolf, S., Rudolf, M., Schmidt, M., & Richter, P. (2014). Is transformational leadership healthy for employees? A multilevel analysis in 16 nations. **German Journal of Human Resource Management**, 28(1-2), 24-51.