

THE ROLE OF TRANSFORMATIONAL LEADERSHIP OF INFORMATION TECHNOLOGY EXECUTIVES IN CHENNAI, DISTRICT

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Abstract

In order to inspire employees to work harder for the organization's greater goals, transformational leaders present themselves as role models with a high level of exemplary attributes. The aim of the study was to investigate the role of transformational leadership of information technology executives in Chennai, district. The current research is a quantitative explanatory study to explain the relationship between variables. The purpose of this step is to determine the concepts that will serve as the research's objectives (Malhotra, 2005). All 120 of the information technology executives' workers in Chennai, district, are included in the study's population. Structure Equation Model (SEM), a method of data analysis, was used to analyze the responses using a 5-point Likert scale with choices ranging from 1 for strongly disagree to 5 for strongly agree. Study result found that the significant impacts on model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart on transformational leadership. Especially, encourage the heart of transformational leaders have highly positive impacts on transformational leadership in the region. As a result, it is recommended that company managers foster positive connections and communication with their workforce in an effort to inspire people to work toward the organizations' goals.

Keywords: Transformational leadership, Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart.

I. INTRODUCTION

Organizations are able to function better in a tumultuous and uncertain environment thanks to transformational leadership efforts. The basis of competitive advantage for enterprises can result from transformational leadership elements that support other leadership efforts. Utilizing this competitive edge can significantly aid in strategic competitiveness and provide greater profits over the short- and long-term. Change processes and the variety of tools used in daily life are both on the rise in the modern era. Even in the previous century, no human could have predicted the rapid pace of change that is currently occurring. All firms are operating in a very uncertain environment due to increased global rivalry and expanding economies in the East and West, in developed and emerging nations. Leaders are crucial in order to manage this unpredictable climate and ongoing developments. Leaders who can alter the world are needed. In fact, without strong transformational leadership, it is less likely that a company will be able to meet the demands of the global economy and deliver superior and satisfied performance (Eskandari, 2014, p. 124). The need for a new system and the institutionalization of fresh ideas highlights the significance of leadership in the change management process. There is no question that a manager's actions and leadership style have a big influence on the staff members' needs and awareness. A leader's leadership style serves as a model for his or her sustainable conduct, and it greatly influences how an organization's members respond to and see organizational changes as well as their attempts to decide whether to support or oppose them (Farazja and Khademi, 2010, p. 51). It is necessary to include transformational leadership style into the education sector since the conventional leadership style cannot inspire followers to increase production, which hinders national progress.

Transformational leaders are those that motivate and enthruse people to produce extraordinary results while simultaneously strengthening their own leadership skills. Leadership that entails change is known as transformational leadership. Change can only be led by people, thus in order to facilitate transformation you must also be able to lead others. Change simply cannot occur in an institution of learning or a country it only occurs with people. Transformational leaders have the power to influence followers' expectations, attitudes, and motives in order to work toward common objectives. This is accomplished by the capacity of their mission and their personality. The main tenet of the transformational leadership theory is that the leader must be able to inspire the followers to go above and beyond what they had originally intended (Krishnan, 2005). As social life became more prevalent, leadership began to emerge. Some people are grouped together, where they start their social lives and interact with one another.

When leaders and followers inspire one another to act morally and with increased drive, transformational leadership is achieved. These managers get along well with their superiors. Compared to transactional leaders, they are more beneficial to the organization and add more value. In addition to focusing on the employees' higher level demands, transformational leaders inspire their team members to go above and beyond what is stipulated in their employment contracts. In addition to providing for the requirements of the staff, these leaders serve as mentors and advisers and focus on the growth and development of individuals. They function as role models for their staff members and give them with challenges, a sense of purpose, expanded viewpoints, respect, and trust. They foster a culture of trust and encourage staff to serve the company's goals over their own (Khorshid & Pashazadeh, 2014, p. 7).

II. CONCEPTS OF TRANSFORMATIONAL LEADERSHIP

In order to forge a new path of growth and success for the organization, transformational leaders look to develop fresh perspectives and thoughts. They mobilize the organization's members to make fundamental modifications to the organization's foundation and basis in order to be prepared and to acquire the skills that are required for proceeding in new routes and achieving higher optimal performance peaks by cultivating commitment, passion, and loyalty between managers and staff (Mirkamali et al., 2014, p.23). The transformational leader is always on the lookout for possible motives in followers, with the goal of drawing followers' attention to higher requirements and converting individual interests into community interests. Based on Bass and Avolio, transformational leadership is a cognitive, moral, and spiritual process that creates development patterns for organizations through dependable equal power leadership.

Transformational leaders promote acceptance of group goals, offer a variety of forms of support for employees, and motivate people to pursue the organization's objectives by outlining the organization's future prospects and providing a model commensurate with those prospects (Mortazavi and Nikkar, 2014, p105). Leaders require organizational members who put their entire attention and efforts into fulfilling the official work requests outlined in the agreement of employment in order to deal with an environment that is becoming more complicated and changing quickly. Employees must also be prepared to go above and above the requirements of their jobs. Members must go above and beyond since job descriptions cannot and do not cover all forms of conduct required to complete job requests when tasks are interdependent. For instance, because this conduct is discretionary, the job description cannot define exactly when and how members should approach their peers for assistance or assist others (Organ, 1997). Since a result, it is critical for leaders to comprehend the prelude and underlying mechanisms that encourage employees to successfully complete their in-role work requirements and to engage in positive behavior that is not expressly required by written employment contracts.

Leaders have an impact on members' behavior at work because they are seen as an example of the company and have the power to judge members' performance or decide whether to promote them. As a result, members' conduct may be influenced by leaders. All organizational levels of leaders are capable of displaying transformational leadership since it is a common leadership style (Fuller et al., 1996; Judge & Piccolo, 2004). The existing literature on transformative leadership is expanded in various ways through this study. First, we respond to the demand made by earlier research to look at the mechanisms behind transformational leadership and positive workplace outcomes. Despite advancements in study, there is always potential for improvement in understanding transformational leadership's impact. One of reasons is that transformational leaders must be aware of how to improve members' performance through leadership since leadership influences employees' behavior. The second is that in a dynamic workplace, leaders constantly demand and urge that team members give their responsibilities their entire focus and attention. Consequently, transformative leadership has an impact on how well members perform and cooperate.

III. REVIEW OF LITERATURE

Ayu Putri Aprileani and Ferryal Abadi (2022) This study attempts to thoroughly examine how organizational commitment, job satisfaction, change preparedness, and transformational leadership impact work performance within Islamic banks. In the present research, 195 respondents were recruited from Indonesian Islamic bank personnel through the distribution of online questionnaires using a purposive sample technique. The study was carried out quantitatively, and the Structural Equation Modelling technique was applied utilizing the Lisrel program. The findings demonstrated that transformational leadership had a favorable impact on organizational commitment, change preparedness, and job satisfaction. Work performance, however, is unaffected by transformative leadership, job happiness, or organizational commitment. However, the study shows that preparedness for change might act as a mediating factor in the research. This finding has managerial implications that can help Islamic bank employees perform better at work by committing to fostering organizational values and offering enough room to promote self-development in order to raise satisfaction among workers, commitment to the organization, and work performance.

Sikandar Ali Qalati et al. (2022) The current study examines how workers might contribute to the potential effectiveness of SMEs when leadership fulfills its duties effectively and encourages employee volunteering. This study evaluates the impact of organizational citizenship behavior along with transformational leadership on 405 employees of Pakistani SMEs in terms of their willingness to participate in volunteer work that ultimately

enhances performance and promotes the growth of SMEs both domestically and internationally. The current study adds to the body of knowledge by investigating the mediating role of organizational citizenship behavior and offers fresh perspectives on how to examine both organizational citizenship behavior and transformational leadership. The results show that HR managers may use the attributes to improve the organization's performance in regards to reaching greater goals by focusing on the social bond concept. Second, organizations must develop internal institution performance strategies using diligence, good sportsmanship, civic virtue, civility, and altruism. The third goal is to improve a company's task, its proper context, and adaptive performance for their organizations in putting these attributes into practice. They must strictly follow it as a result. In order to maximize the impact of OCB on staff performance, managers should focus on the essential function that transformational leadership plays. Possessing transformational leadership skills such as developing a strong sense of purpose are only a few examples of these qualities include developing a strong sense of purpose and pursuing aspirations for their direct reports through coaching and training.

Salustiano Dos Reis Piedade (2021) In order to analyze the impact of transformational leadership on employee performance, this research will use organizational commitment and the work environment as mediating factors. The study is carried out by the Timor-Leste Ministry of Education. 765 workers of the Ministry of Education made up the study's population. Smart-PLS 3.0 is used to carry out the hypothesis testing. The findings demonstrated that transformative leadership has little impact on worker productivity. The findings demonstrated that the organizational commitment and work environment have a significant moderating role in the impact of transformational leadership and employee performance. The inconsistent findings of other studies on the impact of transformative leadership and employee performance served as the foundation for this study. The major drawback in this study is the discrepancy of the findings of earlier research. The work environment and organizational commitment will be taken into account in this study as a mediating factor in the effect of transformational leadership and employee performance.

Fong-Yi Lai et al. (2020) This research made the claim that transformational leaders employ a variety of behaviors to compel followers to engage in organizationally advantageous behaviors (such as improved task performance and helpful behaviors). In other words, workers who are motivated by transformational leadership are more likely to become fully engaged in their job, which in turn will probably lead to higher task performance and helpful behaviors. To limit the consideration of common technique variance in the present study, we used a multitemporal and multisource research design. A sample of 507 nurses who were part of 44 teams was used to test the hypotheses. The results of the hierarchical linear regression analysis demonstrated that, even after adjusting for a number of important factors, including role-based self-efficacy, transactional leadership, and leader-member exchange (LMX), as well as a number of participant demographic factors, including gender, age, and education, work engagement continues to play a role in mediating the association between helping behavior, job performance, and transformational leadership. This study looked at job engagement as one potential underlying mechanism for how transformational leadership may affect followers' task performance and helpful behavior. We specifically suggest that transformational leaders participate in a variety of activities to support and improve the mental states that support members' engagement at work. Members who are mentally and physically immersed in their present work are more likely to be given higher performance evaluations and are more eager to assist others in achieving their objectives. Because they encourage team members' job engagement and give them the opportunity to go above and beyond, transformational leaders can improve followers' performance and encourage their helping behaviors.

Retno Rafia et al. (2020) The purpose of this study is to investigate and analyze the relationship between transformational leadership & employee performance for the Central Java Province's civil servants working in public housing and settlement areas, both directly and indirectly through job satisfaction & employee engagement. This study employed quantitative research techniques and is a model of an explanatory study. All 77 actively employed civil servants from the Central Java Province's Department of Public Housing and Settlement Areas comprised the sample. The sampling method has been used to saturation or census samples. The PLS (Partial Least Square) method was used to analyze the data with the SmartPLS 3.0 application. The findings showed that transformative leadership has a direct substantial impact on work satisfaction as well as employee engagement but not on employee performance in a way that is statistically significant. It is perfectly possible to mediate the relationship between transformative leadership as well as employee performance by focusing on job happiness and employee engagement, which have a large direct impact on employee performance.

Fatin Fadhilah Hasib et al. (2020) In this study, transformational leadership is emphasized as the cornerstone of a productive working relationship among superiors and subordinates. The perspective of lead member interactions with regard to enhanced performance is then also looked at. The data in this study were acquired by observation along with the distribution of questionnaires to all staff at the Surabaya City Cultural and Tourist Development Office. The study used a quantitative approach. The Surabaya City Culture and Tourism Office's 45 personnel made up the study's population, and random (random) sampling was employed as the sample method. SEM-PLS, or partial least squares, and the Sobel Test were the data testing methods employed in this work to examine the role of the LMX as a mediator. The findings revealed that the Surabaya City Culture and Tourism Office's LMX was of a high caliber, which may be a sign that managers and staff have a positive working relationship marked by mutual respect, trust, encouragement, and influence. As a result, Surabaya City Culture and Tourism Office employees who get along well with their managers are thought to be more likely to report higher levels of job

satisfaction, fewer intentions to quit, and more productivity, all of which contribute to better performance. The findings of this study may be utilized as suggestions by the management of the organization when assessing the impact of transformational leadership and worker performance as mediated by the LMX.

Debajani Sahoo and Manish Gupta (2019) The transformational leadership paradigm is the main foundation for this Study. Transformational leaders inspire their team members to go above and beyond in their job and have faith in their abilities to lead. According to earlier studies, the nature of the organizations (public vs. private) may also play a significant part in how these connections are impacted. This essay's two goals are interrelated. The first is to comprehend how the style of business affects how much extra effort individuals put out under transformative leadership. The other goal is to investigate how organizational type influences how well employees perceive a leader's performance in relation to transformational leadership. The public and private sector businesses in the electricity sector were the intended target group. A total of 610 employees were included in the sample, which was reduced to 364 for use. The hypotheses were tested using step-wise regression analysis. According to the findings, good leadership has a beneficial association with both the additional effort put forth by the workforce and the effectiveness of the leader. Additionally, it was shown that organization type affected the association between transformational leadership and the efficacy of the leader as well as the relationship among transformational leadership and the additional effort made by the workforce. Leadership that is transformational has a significant impact on the efficacy of the leader and their additional efforts. These connections are impacted by the organization's status as private or public. Therefore, while forecasting the correlations, researchers must include organization type as a key variable. Relevant Applications: Employing transformational leaders and providing their staff with transformational leadership training are both advocated for managers in the public sector power sector. Employees would feel more motivated to put out additional effort at work if they believed their boss was effective.

Mochamad Soelton et al. (2018) This study sought to determine the impact of transformational leadership, communication, and workload on the productivity of the sales and marketing team of PT. Teguh Murni Perdana. The participants of this study were the sales and marketing staff personnel of PT. Teguh Murni Perdana. A quantitative descriptive method was used to survey 36 respondents. The method of data analysis used was a statistical approach in the form of multiple linear regression tests. The results of this study demonstrate how the sales and marketing department of PT. Teguh Murni Perdana's employees were affected by transformational leadership, communication, as well as workload at the same time. They were each independently validated by the simultaneous test (F test) result, which was 14.139 (sig. = 0.000 significant). While workload had no influence on employee performance, transformational leadership as well as interaction did, and these effects were amplified by the partial test (T test) results. Workload had no effect on employee performance. This was demonstrated by statistics, which gave the size of the predicted coefficients for transformational leadership characteristics on employee performance as approximately 2.212 (sig. = 0.034 significant) and for communication and employee performance as about 2.574 (sig. = 0.015 significant). While the predicted coefficient for the impact of workload on worker performance is approximately 0.321 (sig. = 0.750, not significant). The findings of this study therefore showed that concurrently having a heavy workload, effective communication, and transformational leadership all had an impact on the output of the marketing and sales employees at PT. Teguh Murni Perdana.

IV. RESEARCH METHODOLOGY

The current research is a quantitative explanatory study to explain the relationship between variables. The purpose of this step is to determine the concepts that will serve as the research's objectives (Malhotra, 2005). All 120 of the information technology executives' workers in Chennai, district, are included in the study's population. In order to be able to distinguish between the leadership styles in the past and give the necessary data, convenient sampling is employed in this study with the criterion that samples are workers who have worked for at least two years. So, 120 staff were given questionnaires, which were then gathered. The questionnaire's statement items and questions linked to the study's variables are filled out or responded to by respondents. Structure Equation Model (SEM), a method of data analysis, was used to analyze the responses using a 5-point Likert scale with choices ranging from 1 for strongly disagree to 5 for strongly agree.

V. RESULT & DISCUSSION

Characteristics of Respondents

Out of 120 respondents, the majority of respondents who dominated had been following characteristics such as majority 55.8 per cent belong to the age group from 30-35 yrs of age, 50.0 per cent of the respondent are Post Graduate, 48.3 per cent of the respondent are earn Rs 1 lakh- Rs 2 lakh, 59.2 per cent comes under to the male, 48.0 per cent of the respondents have 3-5 members in a family and 47.5 per cent of the respondents belong to upto 10 years of experience.

Testing a Measurement Model (Outer Model)

Three tests including convergen validity, discriminant validity, and reliability, were utilized to test a measurement model. The results of the entire test revealed that every item had a loading factor value > 0.5, that each item's

cross loading value on the latent variable was higher than its value on any other variable, that the composite output reliability value was > 0.7, that the conbrach's alpha value was > 0.7, and that the value of AVE was > 0.5. Therefore, it can be said that every component of research is valid and reliable.

Structural Model Testing (Inner Model)

R-Square, Q-Square, and Goodness of Fit (GoF) values are three approaches to assess a structural model. The R-square for the transformational leadership variable was 0.872, classifying it as a strong model (Ghozali and Latan, 2011). This value demonstrated that the factors can account for the transformational leadership variables of model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart by 87.2%. While, the remaining of 17.8% is a contribution for other variables that not discussed in this study. Q-Square value of 0.974 indicates a strong research model because its value is close to 1 (Ghozali and Latan, 2015). Generally, a GoF value of 0.659 shown the structural model has a significant or strong character, which has a research model with a high capacity to explain empirical data (Ghozali and Latan, 2015).

Hypothesis Test

The basis for making decisions with testing hypotheses in this study is use a C.R value such as if the C.R value ≥ t-table value (1.96) and the probability value ≤ level of significance (α = 5%). Then, it can be stated that there is a significant influence between independent variable and dependent variable (Ghozali and Latan, 2015).

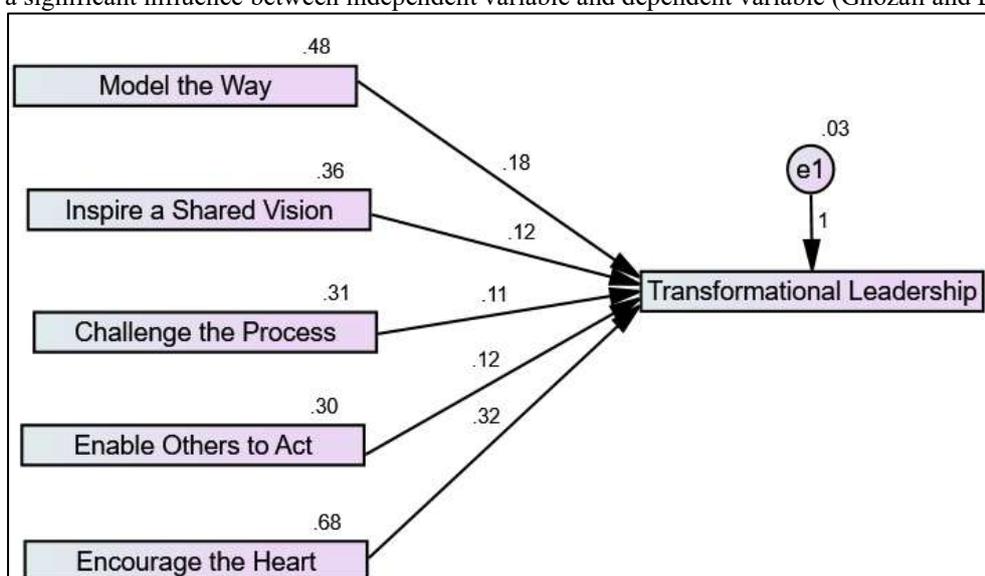


Figure: - 1 Conceptual Framework Model of Transformational Leadership

Table - 1: Path coefficients between independent variable and dependent variable

Variables	Estimate	S.E.	C.R.	P	Noted	Conclusion
Trans. Leader Model the Way	<--- 0.184	0.012	15.997	***	Significant	H1 Accepted
Trans. Leader Inspire a Shared Vision	<--- 0.124	0.013	9.304	***	Significant	H2 Accepted
Trans. Leader Challenge the Process	<--- 0.114	0.014	7.968	***	Significant	H3 Accepted
Trans. Leader Enable Others to Act	<--- 0.123	0.015	8.479	***	Significant	H4 Accepted
Trans. Leader Encourage the Heart	<--- 0.316	0.010	32.534	***	Significant	H5 Accepted

PATH RESULT

The Effect of Transformational Leadership on Model the Way

The results of data analysis show the C.R value is greater than the t-table value (15.997>1.96). This means that transformational leadership has a significant influence on Model the Way so H1 is accepted. A path coefficient value of 0.184 shown a positive sign that indicates by more effective or better transformational leadership is applied, the higher level of Model the Way on employees of information technology executives in Chennai.

The Effect of Transformational Leadership on Inspire a Shared Vision

The results of data analysis show the C.R value is greater than the t-table value (9.304 >1.96). This means that transformational leadership has a significant influence on Inspire a Shared Vision so H2 is accepted. A path coefficient value of 0.124 shown a positive sign that indicates by more effective or better transformational

leadership is applied, the higher level of Inspire a Shared Vision on employees of information technology executives in Chennai.

The Effect of Transformational Leadership on Challenge the Process

The results of data analysis show the C.R value is greater than the t-table value ($7.968 > 1.96$). This means that transformational leadership has a significant influence on Challenge the Process so H3 is accepted. A path coefficient value of 0.114 shown a positive sign that indicates by more effective or better transformational leadership is applied, the higher level of Challenge the Process on employees of information technology executives in Chennai.

The Effect of Transformational Leadership on Enable Others to Act

The results of data analysis show the C.R value is greater than the t-table value ($8.479 > 1.96$). This means that transformational leadership has a significant influence on Enable Others to Act so H4 is accepted. A path coefficient value of 0.123 shown a positive sign that indicates by more effective or better transformational leadership is applied, the higher level of Enable Others to Act on employees of information technology executives in Chennai.

The Effect of Transformational Leadership on Encourage the Heart

The results of data analysis show the C.R value is greater than the t-table value ($32.534 > 1.96$). This means that transformational leadership has a significant influence on Encourage the Heart so H5 is accepted. A path coefficient value of 0.316 shown a positive sign that indicates by more effective or better transformational leadership is applied, the higher level of Encourage the Heart on employees of information technology executives in Chennai.

VI. SUGGESTION

- Model the Way should be a concern for IT employees should be aware of the ways that leaders may motivate people to be committed to the company's common goal.
- Inspire a Shared Vision should be a concern for IT employees have more effective in achieving staff performance, leaders must foster high levels of job motivation.
- Challenge the Process should be a concern for IT employees should have leaders must prioritize long-term impacts, plan the best individuals, and develop prospects inside the company.
- Enable Others to Act should be a concern for IT employees should have leadership can accomplish this by assessing an employee's performance, and for those who have achieved something, by creating programs for those employees to improve their careers or develop personally.
- Encourage the Heart should be a concern for IT employees might work more comfortable and with less stress if the boss provides entertainment for them or asks them what they want.

VII. CONCLUSION

The aim of the study was to investigate the role of transformational leadership of information technology executives in Chennai, district. To do this, we have visited some companies in Chennai. According to study result found that the significant impacts on model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart on transformational leadership. Especially, encourage the heart of transformational leaders have highly positive impacts on transformational leadership in the region. As a result, it is recommended that company managers foster positive connections and communication with their workforce in an effort to inspire people to work toward the organizations' goals. Second, there is a favorable association between the individual consideration features of transformative leadership. In order to keep employees motivated at work and ensure continued high performance, leaders are essential. Managers are advised to urge workers to adhere to their job requirements on an individual basis. Additionally, managers should be concerned about the issues and requirements of their staff members at work and offer them the necessary training to improve productivity. Therefore, leaders should inspire their teams by promoting ideas and higher moral standards so that they perform better, even if it means going above and beyond what is required by the business. Transformational leaders do this through setting an example, igniting a common vision, challenging the status quo, empowering people to take action, and inspiring the heart to perform better while tackling difficult tasks and fostering a positive work atmosphere. In order to inspire employees to work harder for the organization's greater goals, transformational leaders present themselves as role models with a high level of exemplary attributes.

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