



## THE IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON ENERGIZING BEHAVIOR IN AVIATION SERVICE COMPANIES

Do Thi Thanh Truc<sup>1</sup>, Dao Duy Tung<sup>1</sup>, Tran Quoc Cuong<sup>2\*</sup>

<sup>1</sup> Vietnam Aviation Academy

<sup>2</sup> Mekong University

\*Email: tranquoccuong@mku.edu.vn

*Date of submission: 05/10/2025; Review Day: 19/11/2025; Date of article approval: 15/12/2025*

### ABSTRACT

*This study examines the impact of transformational leadership style on employees' energizing behavior in aviation service companies. Simultaneously, the mediating role of job characteristics, learning behavior, and innovation culture will also be considered. Survey data collected from 209 employees working in Vietnamese aviation service companies were analyzed to provide evidence. The study used SPSS software for data screening and factor analysis, and SmartPLS to test the partial least squares structural equation model (PLS-SEM). The model results indicate that the transformational leadership style enhances employee energizing behavior at work; this relationship is partially mediated through job characteristics, learning behavior, and a culture of innovation. This finding also implies that managers who adopt a transformational leadership style can help the organization adapt to new environments and improve its learning capacity, performance, and success.*

**Keywords:** *energizing behavior, transformational leadership style, aviation services, team learning*

### 1. Introduction

Currently, the unpredictable nature of epidemics and environmental disasters poses significant risks to the aviation industry. This directly affects human travel needs, and aviation is among the first sectors to be affected. Amidst the challenges facing the aviation industry, aviation service companies have focused on enhancing employee creativity, and this has become a guiding principle for innovation in today's volatile environment.

Energizing behaviors often occur naturally, allowing individuals to maximize their potential in roles suited to these characteristics. When daily activities

primarily involve energizing behaviors, individuals are better prepared to handle more challenging, energy-intensive tasks. The field of innovation emphasizes this dynamic by enhancing both individual behaviors and organizational activities critical to performance [1]. [2] found that modern transformation trends place leadership in a crucial role in deploying work systems, helping teams learn and develop strategies to adapt to the business environment, thereby ensuring organizational success. Therefore, this study aims to raise awareness of how transformational leadership can help leaders self-adapt to the new environment, while promoting learning, team performance, and organizational success. The findings from

this study will help Vietnamese aviation service companies identify how to apply transformational leadership and team learning to maintain employee performance.

This research will provide vital information to enhance energizing behavior, focusing on how individuals or organizations can effectively manage and coordinate a team of employees, grounded in empirical evidence. It delves into aspects of team management, including coordination processes, communication, goal setting, and performance evaluation. The research aims to shed light on how transformational leaders guide teams to ensure employees achieve set goals. The research has set specific goals to broaden its scope: First, to assess the impact of transformational leadership on energizing behavior; Secondly, to explore the mediating role of job characteristics and team learning in the relationship between transformational leadership and energizing behavior; thirdly, to propose managerial implications for promoting energizing behavior in aviation service companies. These objectives aim to provide a comprehensive analysis of how transformational leadership influences group motivation and performance in the aviation service industry.

## **2. Theoretical framework**

### **2.1 Transformational Leadership and Energizing Behavior**

According to the Transformational Leadership Theory (TLT), first proposed by [3], transformational leadership is an exchange process between leaders and subordinates aimed at enhancing morale and motivation. Building on Burns' TLT theory, [4] further explains that transformational leadership primarily uses psychological factors through behaviors such as caring for individuals, fostering creativity and innovation, engaging employees, and commitment, helping them feel connected

to the organization. This positively impacts organizational performance.

Transformational leaders empower employees by enhancing their self-worth and capabilities, as mentioned by [5]. They create an environment where employees feel valued and recognized, which is crucial for psychological empowerment. According to [6], transformational leadership not only empowers employees but also significantly boosts their engagement levels. Highly engaged employees often exhibit energizing behaviors, such as increased initiative, higher levels of participation, and proactive behavior.

Transformative leadership significantly promotes energizing behaviors by enhancing psychological empowerment. This leadership style enhances job meaning, competence, autonomy, and employee influence, leading to higher engagement and more proactive behavior [2]. Highly motivated employees tend to exhibit better work performance, greater commitment, and stronger motivation, all of which benefit organizational effectiveness. Evidence from research literature strongly supports the hypothesis that transformational leadership positively impacts energizing behaviors through enhanced psychological empowerment. This hypothesis is supported by both a solid theoretical foundation and substantial empirical evidence, making it a promising area of research and application within the organizational context.

H1: Transformational leadership will foster energizing behavior

### **2.2 Transformational Leadership and Job Characteristics**

[7] and later researchers such as [8], and [9] argue that transformational and charismatic leaders enhance employees' perceptions of their work by emphasizing its importance and linking it to broader organizational goals as well as personal values. Pollock et al.

(2000) suggest that job characteristics are socially formed through signals from the work environment, including leadership influence. This view is consistent with the idea that transformational leaders shape employee perceptions through social and motivational mechanisms. Research indicates that transformational leadership is effective in changing employee attitudes toward work by highlighting the importance and meaning of the work they perform [10]. These leaders engage employees by connecting their tasks to the organizational vision and personal aspirations.

H2: Transformational leadership will enhance employees' perceptions of job characteristics.

### **2.3 Job Characteristics and Energizing Behaviors**

The job characteristics model, initially proposed by [11], suggests that jobs can be designed to enhance employee motivation through five core characteristics: skill diversity, task identity, task importance, autonomy, and feedback. According to this model, these characteristics influence key psychological states, including feelings of job meaning, personal responsibility, and perceived job outcomes, thereby impacting job outcomes such as motivation and satisfaction. Research by [8] showed that employees in roles with high levels of autonomy and feedback tend to exhibit more proactive behaviors. This aligns with the view that energizing behavior is fostered in environments where employees feel they have control over their work and are recognized for their efforts.

This structured argument closely integrates theoretical insights and empirical evidence to support the hypothesis that job characteristics influence energizing behavior, thereby providing a solid foundation for further research or practical application in organizational environments.

H3: Employee job characteristics are directly proportional to energizing behavior.

### **2.4 Transformational Leadership and team learning**

Transformational leaders, through their visionary and supportive leadership style, create a psychologically safe environment that encourages risk-taking and breakthrough thinking, key elements for team learning and innovation [12]. [13] found that transformational leadership is associated with more effective brainstorming sessions and the discovery of new knowledge, key aspects of group learning. Transformational leadership significantly promotes team learning by creating an environment that encourages innovation, creativity, and knowledge sharing.

The core components of this leadership style, ideal influence, personalized attention, intellectual stimulation, and inspirational motivation, combine to foster a positive and supportive learning atmosphere. [2]. These leaders not only inspire their teams but also actively participate in learning processes, thereby promoting continuous improvement and innovation. Empirical studies consistently reinforce the positive relationship between transformational leadership and team learning outcomes, demonstrating its significant impact on the effectiveness of group innovation processes.

H4: Transformational leadership will promote team learning.

### **2.5 Group Learning and Energizing Behavior**

Team learning encompasses the acquisition of knowledge, skills, and attitudes aimed at enhancing performance and efficiency, as noted by [14] When learning takes place in a group environment, it becomes a powerful tool for building specific competencies aligned with organizational goals. These interactions foster a collaborative

environment, facilitating innovative thinking and problem-solving. [15] emphasizes the importance of mutual interactions within small groups, helping to shape more dynamic and engaging organizational practices. These interactions not only encourage learning but also energize participants. Brix (2019) argues that energizing organizational learning at various levels within a company fosters leadership development and personal growth, thereby contributing to innovation and adaptability.

The hypothesis that team learning positively influences energizing behavior is built on the understanding that effective organizational learning mechanisms, when supported by transformational leadership, not only enhance knowledge and skills but also motivate teams. This process occurs through increased interaction, mutual support, and the alignment of individual capabilities with organizational goals, thereby enhancing performance and innovation. These processes are critical in fields requiring high adaptability and continuous learning, such as educational environments, where a dynamic and engaging atmosphere can significantly impact outcomes. This synthesis not only strengthens the hypothesis but also suggests broader applications in fields requiring continuous innovation and development, highlighting the role of creative and interactive teaching methods in education.

H5: Team learning is directly proportional to energizing behavior.

## **2.6 Transformational Leadership and Innovation Culture**

Transformational leadership fosters creative thinking, encourages innovation, and creates a flexible work environment. These leaders use motivational encouragement and intellectual stimulation to help employees proactively seek new solutions, improve processes, and enhance service quality. By

creating a clear vision and empowering employees, transformational leadership not only boosts work motivation but also promotes a readiness for innovation within the organization [2]. When employees feel supported and encouraged to experiment with new ideas, an innovation culture thrives, contributing to the company's increased competitiveness.

H6: Transformational leadership has a positive impact on innovation culture.

## **2.7 Innovation Culture and Energizing Behavior**

Innovation culture plays a crucial role in promoting energizing behavior among employees in aviation service companies in Vietnam. When businesses encourage creativity and continuous improvement, employees tend to proactively participate in team activities, support colleagues, and seek optimal solutions to enhance overall work performance. An innovative environment motivates employees to focus not only on individual goals but also on the team's development, thereby fostering collaboration and a sense of responsibility in their work [16]. Furthermore, an innovation culture can stimulate stable personal traits such as high initiative and behavioral triggers, helping employees maintain energy and a positive spirit in a work environment that demands flexibility and continuous adaptation. When employees feel empowered and have the opportunity to contribute ideas, they will be more proactive in driving change, supporting colleagues, and creating a positive impact on the organization.

H7: Innovation culture has a positive relationship with energizing behavior.

## **2.8 The Mediating Role of Job Characteristics, Team Learning, and Innovation Culture**

Transformation leaders can create a work

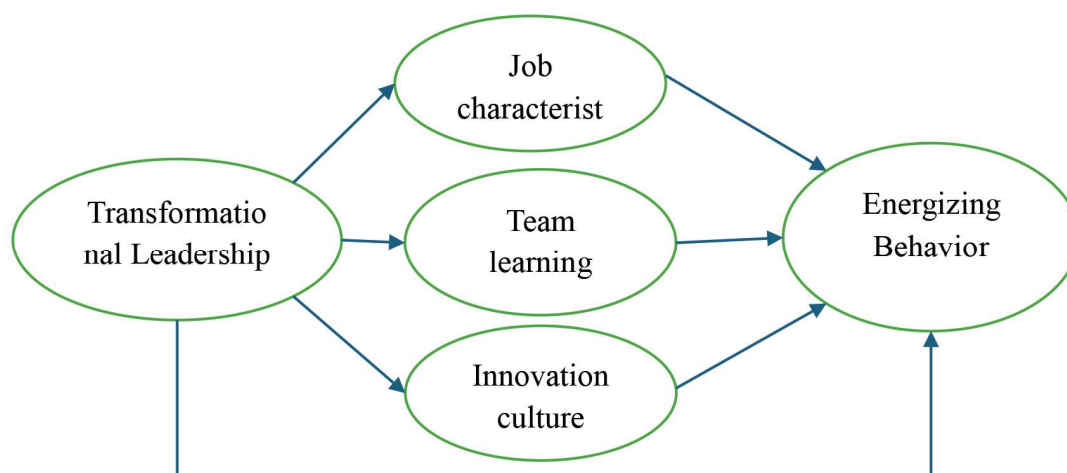
environment where employees feel their work is meaningful, empowering, and provides growth opportunities. Job characteristics, such as task diversity, autonomy, and feedback from superiors, help employees feel more motivated, thereby increasing proactive group-oriented behaviors. Team learning is another critical factor, because when employees have the opportunity to share knowledge, learn from colleagues, and solve problems together, they tend to be more positive in their work and proactively support the team [1]. An innovation culture also plays a crucial role, because when organizations encourage creativity and experimentation with

new ideas, employees tend to participate more in activities that energize the team [17]. The combination of these three mediating factors amplifies the impact of transformational leadership, thereby enhancing employee initiative, collaboration, and motivation.

H8: Job characteristics mediate the relationship between transformational leadership and employee energizing behavior.

H9: Team learning mediates the relationship between transformational leadership and employee energizing behavior.

H10: Innovation culture mediates the relationship between transformational leadership and employee energizing behavior.



**Figure 1:** Research Model

### 3. Research Methodology

Based on a synthesis of theory and related studies, this research proposes a model consisting of five variables. The independent variables include transformational leadership; the mediating variables include job characteristics, group learning, and innovation culture; and the dependent variable is employee energizing behavior. The study used a 5-point Likert scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree), with scores ranging from 1 to 5. The indicators measuring the variables were

adjusted to suit the characteristics of the research sample, based on previous studies.

The research team obtained the necessary approvals from the management of aviation service companies to conduct the survey. The research sample included a diverse group of employees in various roles and departments within aviation service companies in Ho Chi Minh City. A stratified sampling method was applied to ensure representativeness across different job levels and functions. The paper survey was distributed to employees. Multiple reminders were sent to maximize response

rates. Throughout the period from August to October 2024, the research team closely monitored the data collection process and addressed issues related to participation and data integrity.

The study used a combination of qualitative and quantitative methods. The sample included 266 employees working at aviation service companies in Ho Chi Minh City. The collected data will be cleaned and processed using SPSS and SmartPLS software. The analysis process will include several steps, such as scale reliability testing, scale validity analysis, exploratory factor analysis (EFA), and structural equation modeling (SEM). The research model will

analyze the impact of five factors from various perspectives.

#### 4. Research Results

A total of 266 questionnaires were collected, 57 were rejected as unsuitable, leaving 209 usable questionnaires, representing a rate of 78.57%. This study aimed to collect detailed data on demographics and employment-related factors to understand workforce dynamics in this industry better. The survey collected information on various aspects, including participants' gender, income, work experience, and educational level.

**Table 1:** Statistical results of demographic characteristics

	Frequency	Percentage (%)
Gender		
Male	98	46.89
Female	111	53.11
Income per month		
< 10 million VND	20	9.57
10-20 million VND	113	54.07
>20 million VND	76	36.36
Work Experience		
< 5 years	85	40.67
6-10 years	53	25.36
11-15 years	41	19.62
>15 years	30	14.35
Education Level		
Vocational Certificate	90	43.06
University and College	84	40.19
Postgraduate	35	16.75
Total	209	100,00

The gender distribution in the survey sample is relatively balanced, with 111 women (53.11%) and 98 men (46.89%), reflecting a diverse workforce. Regarding length of service, the survey reveals significant differences in employee engagement:

85 individuals have less than 5 years of experience (40.67%), 53 have between 6 and 10 years (25.36%), 41 have between 11 and 15 years (19.62%), and 30 have over 15 years of experience (14.35%). This data suggests a relatively high employee retention rate

and a workforce with considerable industry experience. Regarding income level, 9.57% of employees earned less than 10 million VND, 113 employees (54.07%) earned between 10 and 20 million VND, and 76 employees (36.36%) earned more than 20 million VND. Educational attainment also varied, with 90 people holding vocational certificates (43.06%), 84 people holding college or university degrees (40.19%), and 35 people holding postgraduate degrees (16.75%).

The author conducted a series of analyses to confirm that the data had good validity and reliability (Cronbach's alpha > 0.7 and composite reliability > 0.7). Outer loading coefficients >0.5 and mean extracted variance > 0.5 were used to test the convergent validity of the scale. Therefore, all constructs showed good convergent validity. These reviews will ensure that the data from the questionnaire is valid and reliable, and that the results are not biased.

**Table 2:** Summary of reliability and convergent validity results of the scale

Structure	Coding	Number of observations	Alpha coefficient	Composite reliability	Minimum external loading coefficient	Mean extracted variance	Conclusion
Transformative Leadership	LDCD	20	0.861	0.905	0.817	0.705	Appropriate
Ideal Leadership	LT	8	0.902	0.921	0.712	0.593	Appropriate
Inspirational Leadership	CH	4	0.814	0.877	0.777	0.642	Appropriate
Intelligent Leadership	TT	4	0.819	0.881	0.737	0.649	Appropriate
Caring Leadership	QT	4	0.820	0.881	0.791	0.649	Appropriate
Job Characteristics	DDCV	6	0.872	0.903	0.752	0.609	Appropriate
Team Learning	HVN	4	0.832	0.888	0.800	0.665	Appropriate
Innovation Culture	VHDM	5	0.867	0.904	0.787	0.653	Appropriate
Energizing Behavior	HVTNL	4	0.914	0.939	0.885	0.795	Appropriate

Discriminant validity is an analysis that examines whether a particular latent variable is discriminant from other latent variables. The authors assessed discriminant validity

for each construct by comparing the square root of the mean extracted variance with its correlation with different variables.

**Table 3:** Results of Convergence and Multicollinearity

	Fornell-Larcker					VIF				
	DDCV	HV	HVN	LDCD	VHDM	DDCV	HV	HVN	LDCD	VHDM
DDCV	(0.780)						1.583			
HV	0.561	(0.892)								
HVN	0.469	0.627	(0.815)				1.835			
LDCD	0.599	0.745	0.668	(0.840)		1.000	2.977	1.000		1.000
VHDM	0.435	0.711	0.481	0.682	(0.808)		1.877			

Table 3 shows that the absolute value of the square root of AVE is greater than any correlation coefficient in the column and row containing it. The results show that

the maximum VIF value for the structures is 2.977, which is below 3.3, indicating satisfactory results. Therefore, there is no serious multicollinearity in this model.

**Table 4:** Summary of hypothesis testing results in the model

Hypothesis	Relationship			Regression coefficient	Standard deviation	Value t	Value p	Result
	LDCD	→	LT	0,900	0,018	50,408	0,000	Appropriate
	LDCD	→	CH	0,797	0,027	29,565	0,000	Appropriate
	LDCD	→	TT	0,811	0,028	28,471	0,000	Appropriate
	LDCD	→	QT	0,830	0,025	33,372	0,000	Appropriate
H1	LDCD	→	HV	0.285	0.108	2.625	0.009	Appropriate
H2	LDCD	→	DDCV	0.594	0.051	11.653	0.000	Appropriate
H3	DDCV	→	HV	0.142	0.050	2.851	0.004	Appropriate
H4	LDCD	→	HVN	0.662	0.049	13.597	0.000	Appropriate
H5	HVN	→	HV	0.199	0.072	2.759	0.006	Appropriate
H6	LDCD	→	VHDM	0.680	0.075	9.016	0.000	Appropriate
H7	VHDM	→	HV	0.360	0.138	2.602	0.009	Appropriate

Hypothesis H1: Transformational leadership promotes employee energizing behavior, meaning this style enhances employee job meaning, competence, autonomy, and influence, leading to higher engagement and more proactive behavior. The results are statistically significant ( $\beta = 0.285$ ;  $p < 0.05$ ) (Table 4). Therefore, hypothesis H1 is supported.

Hypothesis H2: Transformational

leadership enhances employee awareness of their work, meaning this style helps employees better understand the meaning, importance, and diversity of their work. The results are also statistically significant ( $\beta = 0.594$ ;  $p < 0.05$ ) (Table 4). Thus, hypothesis H2 is supported.

Hypothesis H3: Employee job characteristics are directly proportional to energizing behavior, meaning that optimizing

job characteristics will lead to an increase in employee energizing behavior. The results are also statistically significant ( $\beta = 0.142$ ;  $p < 0.05$ ) (Table 4). Thus, hypothesis H3 is supported.

Hypothesis H4: Transformational leadership promotes group learning. The results show a strong, positive relationship between these two variables ( $\beta = 0.662$ ;  $p < 0.05$ ) (Table 4), indicating that this style significantly promotes team learning by fostering innovation, creativity, and knowledge sharing. Thus, hypothesis H4 is supported.

Hypothesis H5: Team learning promotes energizing behavior of employees in the organization. The results show a positive relationship ( $\beta = 0.199$ ;  $p < 0.05$ ) (Table 4).

The results are also statistically significant, thus supporting hypothesis H5.

Hypothesis H6: Transformational leadership has a powerful impact on promoting an innovation culture in the organization. The results show a positive relationship ( $\beta = 0.680$ ;  $p < 0.05$ ) (Table 4), meaning that CPE is an essential factor in building a strong innovation culture in the organization. The results are also statistically significant. Thus, hypothesis H6 is supported.

Hypothesis H7: Innovation culture has a positive impact on employees' energizing behavior. The results showed a positive relationship ( $\beta = 0.360$ ;  $p < 0.05$ ) (Table 4). The results were also statistically significant. Thus, hypothesis H7 is supported.

**Table 5:** Summary of results on the mediating role of work characteristics, team learning, and innovation culture

Hypothesis		Indirect Relationship	Total Effect	Total Effect	Result
H8	LDCD → DDCV → HV	0.084**		Partially Intermediate	Acceptable
H9	LDCD → HVN → HV	0.132**	0.745***	Partially Intermediate	Acceptable
H10	LDCD → VHDM → HV	0.245**		Partially Intermediate	Acceptable

Hypothesis H8: The positive relationship between Transformational leadership and employee energizing behavior will be mediated by employee job characteristics. The analysis results confirm that job characteristics mediated the relationship between Transformational leadership and energizing behavior, with a regression coefficient of 0.084 and a p-value of 0.006. Therefore, this mediating role is statistically supported. Thus, Hypothesis H8 is accepted. Furthermore, the direct relationship between Transformational leadership and HV was also confirmed (Hypothesis H1). This result

Note: \*\*\*= $p < 0,001$ ; \*\*= $p < 0,01$ ; \*= $p < 0,05$  suggests that job characteristics partially mediated the positive relationship between Transformational leadership and energizing behavior. This could be interpreted as indicating that job characteristics explain why managers who adopt a high level of transformational leadership style motivate employees to perform their jobs more effectively.

Hypothesis H9: The positive relationship between Transformational leadership and employee energizing behavior will be mediated by team learning behavior. Results confirmed

the positive mediating effect of team learning behavior ( $\beta = 0.132$ ;  $p = 0.008$ ) (Table 4.8). This suggests that team learning behavior is an explanatory variable: managers adopting a transformational leadership style will encourage employees to learn and cooperate to maintain, thereby leading to more effective employee performance. The results were also statistically significant, thus supporting Hypothesis H9. The direct relationship between Transformational leadership and HV was also confirmed (Hypothesis H1). This result suggests that team learning behavior partially mediated the positive relationship between Transformational leadership and energizing behavior.

Hypothesis H10: The positive relationship between Transformational leadership and employee energizing behavior is mediated by the organization's innovation culture. The results confirmed the positive mediating effect of the organization's innovation culture ( $\beta = 0.245$ ;  $p = 0.002$ ) (Table 4.8). This can be interpreted as the organization's innovation culture serving as an explanatory variable, with managers adopting a transformational leadership style to create an innovation environment that motivates employees, thereby enabling them to perform more effectively. The results are also statistically significant, thus supporting hypothesis H10. The direct relationship between Transformational leadership and employee energizing behavior was also confirmed (Hypothesis H1). This result suggests that the organization's innovation culture partially mediated the positive relationship between Transformational leadership and employee energizing behavior.

## 5. Conclusion and Management Implications

### 5.1 Conclusion

The hypothesis test results indicate a positive, statistically significant relationship between transformational leadership and employee energizing behavior. Specifically,

the  $\beta$  value in this relationship emphasizes that transformational leaders play a crucial role in motivating and energizing their teams. These leaders use inspiration, intellectual stimulation, and personalized attention to create a work environment where employees feel valued and encouraged to surpass their usual performance standards.

The study indicates that transformational leadership positively impacts job characteristics, group learning, and innovation culture, thereby positively influencing employee energizing behavior. This result underscores the crucial role of transformational leadership in shaping job roles and work environments, enhancing employee engagement and satisfaction. By improving job design, providing meaningful work, and ensuring employees have adequate resources, these leaders create a positive work environment that fosters energetic work behavior.

The analysis also highlights the critical role of transformational leadership in promoting group learning. Leaders focused on collective learning and team development create a collaborative work culture that not only supports skill enhancement but also increases engagement and energizes the team.

The relationship between job characteristics, group learning, innovation culture, and energizing behavior is strong, suggesting that transformational leadership indirectly influences energizing behavior by improving work conditions and fostering a positive learning environment. This reinforces the view that the path to energized employees is multifaceted, encompassing not only direct inspiration from leadership but also improvements in working conditions and team motivation.

### 5.2 Management Implications

The conclusions from this study highlight the significant positive impact of transformational leadership on employee energization behavior in Vietnamese aviation

service companies. Leveraging these findings can help businesses build more effective leadership strategies, enhance employee engagement and performance, and thus drive organizational success in a highly competitive aviation industry.

In the Vietnamese aviation industry, where service quality and customer experience are crucial, energizing employees can contribute to improved operational efficiency and enhanced customer interactions. Transformational leadership has become a vital method for enhancing employee morale and motivation, especially in high-pressure, customer-centric environments. Implementing transformational leadership development programs can yield significant benefits, helping leaders foster employee creativity, initiative, and commitment.

However, applying transformational leadership in the aviation industry presents specific challenges due to its tightly structured hierarchical system and the need for strict adherence to safety regulations. Traditional management principles and stringent control processes can limit leaders' ability to provide personalized attention and stimulate intellectual engagement. To overcome these barriers, aviation service companies should adapt their transformational leadership strategies to align with industry safety standards and regulations while still fostering innovation and employee engagement.

Further research could focus on the long-term impact of transformational leadership on employee performance, as well as on other mediating factors, such as organizational culture and external economic conditions, to better understand the relationship between leadership style and employee behavior in the aviation industry.

## REFERENCES

- D. J. Fortuin, H. van Mierlo, A. B. Bakker, P. Petrou, and E. Demerouti, 'Team boosting behaviours: Development and validation of a new concept and scale', *Eur. J. Work Organ. Psychol.*, vol. 30, no. 4, Art. no. 4, July 2021, doi: 10.1080/1359432X.2020.1854226.
- Y. P. Adhyke, A. Eliyana, A. R. Sridadi, D. F. Septiarini, and A. Anwar, 'Hear Me Out! This Is My Idea: Transformational Leadership, Proactive Personality and Relational Identification', *Sage Open*, vol. 13, no. 1, Art. no. 1, Jan. 2023, doi: 10.1177/21582440221145869.
- J. M. Burns, *Leadership*. in *Leadership*. Oxford, England: Harper & Row, 1978, pp. ix, 530.
- B. M. Bass, 'From transactional to transformational leadership: Learning to share the vision', *Organ. Dyn.*, vol. 18, no. 3, Art. no. 3, Dec. 1990, doi: 10.1016/0090-2616(90)90061-S.
- J. A. Conger, R. N. Kanungo, and S. T. Menon, 'Charismatic leadership and follower effects', *J. Organ. Behav.*, vol. 21, no. 7, Art. no. 7, 2000, doi:10.1002/1099-1379(200011)21:7%3C747::AID-JOB46%3E3.0.CO;2-J.
- T. Dvir, D. Eden, B. J. Avolio, and B. Shamir, 'Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment', *Acad. Manage. J.*, vol. 45, no. 4, Art. no. 4, 2002, doi: 10.2307/3069307.
- B. M. Bass, 'Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?', *Am. Psychol.*, vol. 52, no. 2, Art. no. 2, 1997, doi: 10.1037/0003-066X.52.2.130.
- R. K. Purvanova, J. E. Bono, and J. Dzieweczynski, 'Transformational Leadership, Job Characteristics, and Organizational Citizenship Performance', *Hum. Perform.*, vol. 19, no. 1, Art. no. 1, Jan. 2006, doi: 10.1207/s15327043hup1901\_1.
- U. Khalid, R. Mushtaq, A. Z. Khan, and F. Mahmood, 'Probing the impact of transformational leadership on job embeddedness: the moderating role of job characteristics', *Manag. Res. Rev.*, vol. 44, no. 8, Art. no. 8, Jan. 2021, doi: 10.1108/

- MRR-05-2020-0260.
- T. A. Judge, J. E. Bono, and E. A. Locke, 'Personality and job satisfaction: The mediating role of job characteristics', *J. Appl. Psychol.*, vol. 85, no. 2, Art. no. 2, 2000, doi: 10.1037/0021-9010.85.2.237.
- T. G. Pollock, R. C. Whitbred, and N. Contractor, 'Social information processing and job characteristics: A simultaneous test of two theories with implications for job satisfaction', *Hum. Commun. Res.*, vol. 26, no. 2, Art. no. 2, 2000, doi: 10.1111/j.1468-2958.2000.tb00759.x.
- M. J. Vera-Cazorla, 'An analysis of the textbooks for teaching English for medical purposes in the former Degree in Medicine at the University of Las Palmas de Gran Canaria', *J. Engl. Stud.*, vol. 13, pp. 175-186, Dec. 2015, doi: 10.18172/jes.2818.
- S. T. Hannah and P. B. Lester, 'A multilevel approach to building and leading learning organizations', *Leadersh. Q.*, vol. 20, no. 1, Art. no. 1, Feb. 2009, doi: 10.1016/j.leaqua.2008.11.003.
- Q. Iqbal and N. H. Ahmad, 'Sustainable development: The colors of sustainable leadership in learning organization', *Sustain. Dev.*, vol. 29, no. 1, Art. no. 1, 2021, doi: 10.1002/sd.2135.
- N. Lehmann-Willenbrock, 'Team Learning: New Insights Through a Temporal Lens', *Small Group Res.*, vol. 48, no. 2, Art. no. 2, Apr. 2017, doi: 10.1177/1046496416689308.
- B. Afsar, B. M. Al-Ghazali, S. Cheema, and F. Javed, 'Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust', *Eur. J. Innov. Manag.*, vol. 24, no. 4, pp. 1082-1109, June 2020, doi: 10.1108/EJIM-01-2020-0008.
- S. Al-Husseini, I. El Beltagi, and J. Moizer, 'Transformational leadership and innovation: the mediating role of knowledge sharing amongst higher education faculty', *Int. J. Leadersh. Educ.*, vol. 24, no. 5, Art. no. 5, Sept. 2021, doi: 10.1080/13603124.2019.1588381.