

Relations Between Transformational Leadership and Employee Empowerment, Employee Burnout and Organizational Citizenship Behavior

Xi Chen*

Fuzhou University of International Studies and Trade, Fuzhou, China

**Corresponding Author.*

Abstract: This paper will study the relationship between transformational leadership (TL) and employee empowerment, employee burnout and Organizational Citizenship behavior (OCBs). On the basis of literature analysis, relationship and correlation hypothesis are carried out. The data comes from the questionnaire survey, which mainly collects sample data from different industries and regions in China. Correlation analysis and regression analysis showed that TL was positively correlated with employee empowerment, OCBs was positively correlated with it, and employee burnout was negatively correlated with it. That is to say, good transformational leadership is conducive to employee empowerment and OCBs, and is conducive to reducing or alleviating employee burnout. There are also articles supporting this conclusion.

Keywords: Transformational Leadership; Employee Empowerment; Employee Burnout; Organizational Citizenship Behavior

1. Introduction

This paper mainly through the empirical analysis of TL and the employee empowerment, employee burnout and (OCBs). Mainly divided into the following parts, the first part has carried on the literature review, which helps in the understanding of previous research trend and result. Generally reviews the TL and management, the main study of the TL leadership style and management relationship. TL and employee empowerment, to have a fairly substantial research from various aspects. TL and employee burnout, studies have shown that TL can improve employee burnout, employee burnout can be divided into different forms, different profession and quality will affect employee burnout. TL and TL and OCBs, a large number of studies have shown that a lot

of intermediary variables can affect the OCBs, emotion motivation and organizational commitment, etc. Methodology part mainly used to study the correlation and regression approach. Main part in data analysis and results, basic data information and will be in the form of chart generalization and simply introduced, the result is calculated with statistical software, main Hypothesis is that content 1: the Employee empowerment and TL (fairness) are positively correlated, and the results to assume. Content: 2 TL is negatively correlated with the employee burnout, the results accept the Hypothesis 2. Content: 3 TL and OCB are positively correlated, the results accept the Hypothesis 3. In this paper, on the discussion part mainly research results and conclusions to previous literature, draw their own views. And also have the related literature results support this article research conclusion. The final conclusion will be given and the main point of the text as a result, and points out deficiencies, looking forward to the future someone can improve and progress.

2. Literature Review

2.1 TL and Management

We know that TL includes idealized influence, motivational stimulation, intellectual stimulation, and personalized care. Transformational leadership influences or motivates employees through these four dimensions. So how do transformational leaders manage both the primary and the staff on top of that? What kind of ways, what kind of innovation. Do transformational leaders have some management styles in common? TL and Management were studied and analyzed through some literature studies.^[1] Argued that any change or organizational change could not be achieved without the human element. And change is also associated with leadership. Transformational

leadership is about planning for the future, forming an alliance with employees with a common vision, and ultimately achieving a common ideal or goal. Another element of organizational change is the process of managing change.

This paper establishes a model (regression analysis) to measure the relationship between transactional leadership, knowledge management process and organizational performance. Research shows that TL has a strong positive effect on knowledge management process and organizational performance. TL has a more positive impact on organizational performance and knowledge management than Transformational leadership.^[2] Leadership style is very important for a company. As mentioned in this article, transformational leadership is conducive to the improvement of performance and management level. Transformational leadership is closely related to employees, so how to manage employees is a very important issue, and the way of management, such as the implementation of knowledge management process, is also very important. At the same time, building a knowledge culture is unique to the organization and is part of management. Improve the organization's ability to learn, innovate, and improve overall performance by being tactical (extracting value from information) and strategic (integrating knowledge strategies with business).

This paper mainly studies public service organizations and discusses how managers use positive factors to influence employees' motivation and finally influence organizational performance with the management concept of transformational leadership.^[3] It shows that management practices can mediate the relationship between TL and work performance. Transformational leadership is increasingly applied in the public service sector, requiring management approach to TL, through the establishment of common vision and values, to influence and move employees. The ability of public service can be improved by increasing employees' decision-making power and increasing their participation in things.

2.2 TL and Employee Empowerment

Paarlberg & Lavigna (2010)^[3] think that TL can also improve their efficiency by empowering employees, which can cultivate followers' ability of independent thinking, creative and

personalized development. One of the best ways to participate in organizational decisions is through empowerment. TL empowerment affects employee satisfaction and is highly correlated. Allowing employees to align their values with the organization's institutional systems promotes intrinsic motivation and improves performance.

Amor Etal^[4] studied structural empowerment as an intermediary variable to measure the relationship between TL and Work engagement, and part of the relationship depends on structural power. TL can promote job engagement, and structural empowerment has a strong relationship with TL, which is positively correlated with job engagement, and structural empowerment can regulate the relationship between TL and job engagement. Dust et al^[5] believes that psychological empowerment can be regarded as an incentive mechanism, which is related to moral leadership, among which emotional exhaustion will reduce the impact of psychological empowerment (moral leadership) on employees.

The correlation between employee empowerment and job satisfaction was studied mainly through questionnaire survey, and whether it played a mediating role between TL and job satisfaction. Partial least squares structural equation model (PLS-SEM) was mainly used. The results show that employee authorization is very important and plays an intermediary role.^[6] Employee empowerment increases their level of involvement and flexibility in the organization. On the other hand, a high level of employee empowerment will also bring about some problems such as abuse of power and policy mistakes. TL will give employees more rights to deal with problems and get more recognition from employees. And high job satisfaction is associated with job performance in the organization.

Gill^[7] thought that TL was related to employee empowerment desire (EDFE). Moreover, cultural Power Distance is considered as one of the influencing factors, and the data obtained by comparing the hotel industry of the two countries are obtained. TL and EDFE in different countries differ in the level of cultural power Distance. The TL and EDFE levels are also different in different industries. TL managers should also improve employees' desire for empowerment.

Han et al^[8] believed that TL could influence employees' willingness to share knowledge

through psychological empowerment and organizational commitment (intermediary role). The structural equation model of 426 employees in a Company in South Korea is studied. The results show that TL has a direct impact on psychological empowerment and organizational commitment. It also has a significant impact on employees' willingness to share knowledge. The change of leadership style (such as employee empowerment) will lead to the change of employees' motivation and attitude, while the psychological empowerment and organizational commitment of TL will affect employees' willingness to share knowledge. TL can influence the willingness to share knowledge, which is necessary for the operation of the whole organization, and a positive attitude will have a better willingness to share.

To study the impact of EMPLOYEE empowerment in TL and on employee performance and organizational commitment. Study of senior bank and administrative staff in Pakistan. AMOS 23.0 was used for factor analysis and SPSS 23.0 was used for path analysis. TL and authorization can influence performance and organizational commitment through the mediation of Behavioral Integrity (BI).^[9] Among them, BI of transformational leadership is very important to the realization of organizational commitment of employees, TL BL is very important, and also has an impact on the effectiveness of employee authorization, integrity can build the credibility of leaders. Employee empowerment is a motivating process, and four aspects of the TL are about integrity and motivating people. Empowerment can enhance employees' sense of self-participation and sense of accomplishment, and improve their executive ability.

2.3 TL and Employee Burn-out

The paper mainly studied The relationship between transformational leadership and employees' loathing. Evaluate and research The Teacher's supervisor. TL was found to be negatively correlated with that spawning and depersonalization, and positively correlated with the individual accomplishment. This suggests that transformational leadership can improve employees' sense of fatigue in reorganizing their work.^[10] Through TL to affect the emotional needs of employees Burn-out is actually a kind of personal emotional spawning, the feeling of being drained and exhausted, or emotional

apathy. In a word, Professional slacking off will reduce personal achievement and job completion. This paper mainly studies the relationship between TL and employee burnout. Data showed that relationships were affected by employees' personality, and high-level employees were more likely to be affected than low-level employees.^[11] For TLS, they were more likely to affect the moods of high performers, while low performers suffered very low levels of burnout. TL should focus on employee personality. Jung & Kim^[12] believed that the psychological quality of employees was also related to the burnout of employees, and related to leadership.

Equitable distribution of tasks was used as an intermediary index to measure the relationship between TL and followers' happiness (emotional consumption). Studies have shown that TL is related to the fairness of task assignment, and emotional consumption has an inverse relationship with TL in a certain stage.^[13] In an organization, whether TL has a fair distribution of tasks will affect followers, and task distribution (delegation) is positively related to the fairness of leaders to some extent. Fair task allocation can reduce employee burnout. Finally, task distribution fairness has a positive impact on the TL and the happiness of followers. Employees believe that their corresponding efforts should be rewarded fairly, which has a great impact on the team of the organization.

After questionnaire survey and various testing methods (Korombakh alpha coefficient, Kolmogorov test, Pearson's solidarity coefficient, etc.), it was concluded that TL and Emotional spawning were obviously negatively correlated, while TL was negatively correlated with decreasing individual performance. The Correlation data test proved that TL and Burnout were negatively correlated, and the Correlation coefficient(R) was -0.368. Burnout can be divided into three subtypes, which include emotional exhaustion, depersonalization and personal emotion reduction. From the Angle of Emotional spawning, the Correlation coefficient(R) is -0.342. This indicated that TL could reduce or alleviate the emotions of employees.^[14]

2.4 TL and Organizational Citizenship

Whether there is a positive relationship between TL and ORGANIZATIONAL citizenship behavior (OCB) is mainly studied through

specific indicators, subjectivity (emotional organizational commitment, job satisfaction) and intermediary indicators (trust, leader-member exchange).^[15] According to the research results of the model, the above indicators can explain the relationship between TL and OCB. Among them, LMX is the strongest intermediary. Because transformational leaders can influence the behavior, vision, and so on of their followers, it is important to capture the relationship between OCB and TL. Better OCB is associated with higher levels of customer satisfaction, manifested in lower dismissal rates and higher employee performance. TL can induce OCB through two psychological mechanisms, which will affect employees' work attitude. Second, because TLS are closely related to their followers, TLS can participate in OCB. The subjective indicator of job satisfaction (TRUST) is positively correlated with TL And OCB. Organizational commitment is a positive relationship with TL And OCB.

The relationship between variable organizational identity (OI), TL and OCB was studied. The four elements of transformational leadership, such as personality care, intellectual motivation, idealized care, and inspirational motivation, are combined with OCB to analyze. The four aspects of TL are positively related to OI, and OI as a variable proves that TL and OCB have obvious correlation. OCB is related to the performance of employees in the organization and affects the final organizational performance.^[16]

Bottomley et al^[17] believed that the relationship between TL and OCB should consider public service motivation (PSM) and, taking Mexican employees as the test sample, found that the public sector was more suitable for PSM than the private sector because the followers of the public sector had lower dependence on TL motivation. As a personal factor, PSM can regulate the relationship between TL and OCB. PSM can improve the enthusiasm of employees and have a positive impact on others. It is similar to the mediation of interpersonal relationship, etc. The function of which is similar to that of transformational leadership. Therefore, followers have a lower PSM and are more susceptible to the influence of transformational leadership.

It explores the mediating effect of affective commitment between TL and OCB, in which perceived TL was associated with affective

commitment, also related to OCB. The affective commitment measures the relationship between TL and OCB as a variable.^[18] Affective commitment is a kind of commitment to employees, including identification, emotional dependence, satisfaction and so on. A transformational leader is an organization that increases its commitment to employees. OCB can be divided into two parts: which is OCB-individual (OCBI) and OCB-Organization (OCBO).

Nasra & Heilbrunn^[19] studied the relationship between TL and OCB's job satisfaction with trust as an intermediary index. Trust can directly influence OCB, while job satisfaction has indirect influence on OCB and TL. Lopez-dominguez^[20] studied an evaluation model of TL (dimension of personalized consideration) and OCB change, mainly considering individual emotional subjective states (self-cognition, self-efficacy, sense of responsibility, etc.) as variables. Studies show that, from the perspective of individual emotion, self-efficacy (RBSE) and individual's felt responsibility can change OCBS. On the other hand, responsibility as a mediator can also affect RBSE and OCBS.

2.5 Hypothesis

This article will examine the relationship between TL and employee authorization, Burnout, and organizational behavior. From the four dimensions of TL, the following are some hypotheses based on literature review.

Hypothesis 1: Employee empowerment and TL (fairness) are positively correlated.

Hypothesis 2: TL is negatively correlated with employee burnout.

Hypothesis 3: TL and OCB are positively correlated.

3. Methodology

First of all, this paper adopts the method of questionnaire to collect data. The model adopts correlation analysis and least square method to analyze unitary regression or multiple regression to analyze the relationship between TL and related variables.

Correlation analysis is a statistical analysis method to study the correlation between two or more random variables at the same position. To determine the relationship between the related variables, you should first collect some data, which should be in pairs. These two sets of data are both from the questionnaire survey, one is

the four aspects of TL, and the other is employee empowerment (employee burnout and OCBs). A scatter plot will be drawn. If the independent variable values are different, the distribution of dependent variables is also different, then there is a correlation between the two. The degree of correlation between two variables is expressed by the correlation coefficient R . Regression analysis refers to a statistical analysis method to determine the quantitative relationships between two or more variables that are dependent on each other. This paper will adopt unitary regression and multiple regression analysis. The difference between correlation analysis and regression analysis: regression analysis focuses on the study of the dependence between random variables in order to use one variable to predict another variable; Correlation analysis focuses on discovering various correlation characteristics between random variables. The two results will be combined to demonstrate the hypothesis.

There are two purposes: one is to test the implementation of the company current transformational leaders in China; the other is to use data to study the relationship between TL and various variables, so the TL data will select better data to better reflect the TL situation.

4. Data Analysis

4.1 Descriptive Data Analysis

4.1.1 The Basic Information

The following are some basic information of the questionnaire survey. Firstly, the proportion of male and female respondents is 42.86% and 57.14% respectively. There are 112 valid filling person-time, of course, there are individual data differences. The data of working years are less than 3 years (25%), 4-6 years (9.64%), 7-9 years (8.93%), and more than 10 years (46.43%). About 49.11% of the companies are state-owned enterprises or public institutions, and about 0.89% are private enterprises. Generally speaking, they are relatively balanced. The industry the company belongs to is relatively random, without data collection in a specific industry.

There are too many questions and directions in the data investigation, so there are some errors. And this questionnaire is for the general public, for all industries. So the companies surveyed don't necessarily have good practices of transformational leadership.

As shown in table 1, questionnaire survey has

positive and negative design structures.

Table 1. Positive and Negative Standard

	positives	negative
Question (good aspects)	sometimes+often +always	Seldom & never
Question (bad aspects)	Sometimes+ Seldom& never	often+always

4.1.2 The 4L Information

According to the questionnaire survey results analysis

Influence of idealization

Twenty questions were designed about the influence of idealization. From the data, we can find that most of the respondents who change tasks can clearly convey a vision (96.43%), make employees commit to the goals and behaviors of the organization (95.54%), and think their leaders are honest (91.97%). Other data also have good feedback, such as in confidence, expectations, respect culture and so on. Of course, some bad questions were also designed in the questionnaire. The data showed that leaders disagreed with respondents who were not clear about the process (74.11%), that there was abuse of power (26.78%), and that employees were threatened (21.43%). In particular, it should be noted that only 50% of the leaders are willing to admit mistakes, and 36.61% choose sometimes, and 50% are very negative, indicating that only a few leaders will actively admit mistakes.

Individual consideration

Data on personalization suggest that most leaders do well in training and listening. In relation to the employee's personal life performance is better, mainly focus on the positive part. In the opposite question, the feedback is quite consistent, 22.32% think that the leader does not care about the subordinates, and 25% think that they do not give advice to the employees and do not care about what the employees say. In general, for the samples surveyed, only a few data show that THE TL is very good at the personalization level, most of which are medium level, and there are serious problems in some problems.

Inspirational motivation

In terms of TL inspiring motivation, we can answer most of the questions, and respondents gave relatively positive responses. Such as uniting employees (93.75%), having a good promotion channel (91.96%), having a good consensus (93.75%) and so on. On the contrary,

34.83% of people believe that the leader does not provide good resource support, 69.54% think that the leader will punish when he fails to complete the task, and 30.36% think that the leader does not attach importance to contribution. Intellectual stimulation

In the survey of intellectual stimulation, we found that basically all companies attach great importance to employee training and innovative development, which is specifically reflected in the encouragement of new ideas (94.64%), mutual feedback (91.07%) and innovation training (88.39%). In the opposite question, 26.79% believe that the leader will reject employees' opinions, 30.36% believe that the leader will be angry when employees put forward ideas, and 30.45% believe that the leader thinks that employees' innovation ability or thinking will threaten them.

4.1.3 Employee Empowerment & Burnout & OCBs

For employees authorized data present a two level, one kind is better data, respondents believe that have the ability to complete their work, also don't need red tape to change things, the company will develop their innovation ability, encourage employees to handle the problem by themselves, etc. But on the other hand, program and process staff will be restricted, indeed need to higher before data show that 38.89% of people doing things, 82.14% thought need to walk the process to get things done.

On the whole, the data of employees' slack work is very consistent. Sometimes+Seldom& never

most people choose (Seldom and never Seldom make employees feel so tired). Such as feeling exhausted (26.79%), negative thoughts (24.11%), entering the wrong organization (17.86%), being depressed about some jobs (19.65%), having no time to do high-quality work (26.79%).

The answers or feedback of organizational behaviors are very good. Generally speaking, the answers focus on the three choices of Sometimes +often+always. Help colleagues improve their skills (95.54%), think the organization is very good (95.54%), and spread good feelings about the company (99.11%)

5. Result

5.1 Employee Empowerment

Hypothesis 1: Employee empowerment and TL (fairness) are positively correlated.

Data selection : (X) data that can represent better TL (leadership fairness and integrity), and Y (employee empowerment)

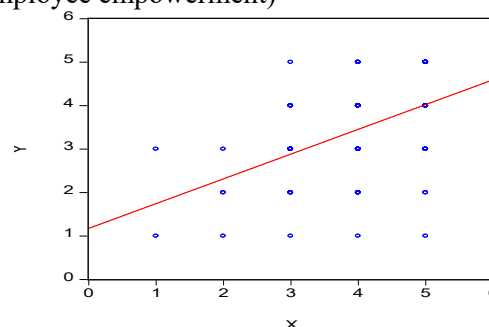


Figure 1. Employee Empowerment and TL Scatter Plots

Table 2. Least Square Method Result

Variable	Coefficient	Std. error	T -statistic	Prob
c	1.174832	0.401617	2.925255	0.0042
x	0.559794	0.098844	5.764553	0.0000
R-squared	0.232005	F-statistic	33.23007	
Durbin-Watson sat		1.988693	Prob (Fstatistic)	0.00000

According to the results in Figure 1, The TL data (leadership fairness and integrity) were found to be positively correlated with employee empowerment.

The regression equation results from table 2 showed that Y (leadership fairness and integrity) was significantly associated with employee empowerment, and the Prob was less than 0.001. F -- statistic is 33.23. Because it is cross-section data, there is not so high demand for R-squared. The higher the number of R-squared, the better the fit.

So combining correlation analysis and regression analysis, accept the null hypothesis.

5.2 Employee Burnout

Hypothesis 2: TL is negatively correlated with employee burnout.

Data selection: (Y) I am frustrated with my work, X1, X2, X3(selected from TL data in 4 aspects)

Concluded form From Figure 2, we can find that TL is negatively correlated with employee burnout. But the correlation is not particularly obvious. However, it can be shown that THE TL does not cause the burnout of employees, but can alleviate the burnout of employees.

Based on the table 3 of TL and employee burnout Correlation matrix, the relationship

between the extracted variables X and Y, which can further prove the negative correlation between X and Y.

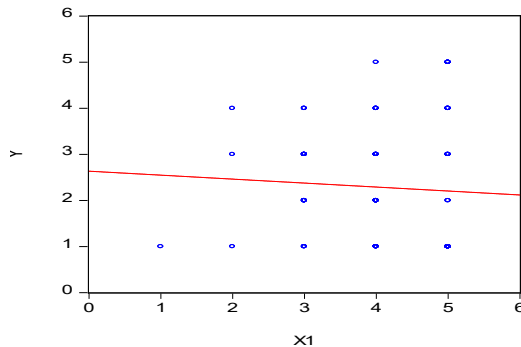


Figure 2. TL and Employee Burnout Scatter Plots

Table 3. TL and Employee Burnout Correlation Matrix

	Y	X1	X3	X4
Y	1	-0.06	-0.10	-0.08
X1	-0.06	1	0.42	0.54
X3	-0.10	0.42	1	0.51
X4	-0.08	0.54	0.51	1

However, the existing data and methods are insufficient to prove by regression. To sum up, it can be concluded that there is a negative correlation, but the relationship is not

Table 5. TL And OCB Regression Result

Variable	Coefficient	Std. error	T -statistic	Prob
c	1.729304	0.3099967	5.578998	0.0000
X1	0.228849	0.092759	2.467124	0.0152
X2	0.348732	0.103012	3.385360	0.0010
R-squared	0.337952	F-statistic	27.82037	
Durbin-Watson sat		1.855688	Prob(F-statistic)	0.00000

6. Discussion

We know that TL includes idealized influence, motivational stimulation, intellectual stimulation, and personalized care. Transformational leadership influences or motivates employees through these four dimensions. From the questionnaire survey, we can find that not every point is very good in terms of the various dimensions of transformational leadership. This indicates that in the overall environment, transformational leadership is seldom adopted, or only part of 4L can be completed. In the data analysis and discussion section, the author accepts three hypotheses, that is, TL is positively correlated with employee empowerment and OCBS, while it is negatively correlated with employee burnout. There is also evidence to support it in the literature or in historical research. Paarlberg & Lavigna TL can also

particularly strong. Accept the hypothesis.

5.3 Organizational Citizenship Behavior

Hypothesis 3: TL and OCB are positively correlated

Data selection: Y (I help my colleagues improve their skills) and X1 X2 (from the four aspects of TL)

Table 4. TL and OCB Correlation Matrix

	Y	X1	X2
Y	1	0.51	0.54
X1	0.51	1	0.69
X2	0.54	0.69	1

Table 4 of TL and OCB Correlation matrix shows that X1, X2 and Y are positively correlated.

The regression results are shown in Table 5 that the relationship between Y (I helped my colleagues improve their skills) and OCB (X1, X2) was significant, and the Prob was less than 0.001. F -- statistic was 27.82. Because it was cross-section data, there was no high requirement for R-squared. The higher the value of R-Squared (33%), the better the fit.

So combining correlation analysis and regression analysis, accept the null hypothesis.

improve their efficiency by empowering employees, which can cultivate followers' ability of independent thinking, creative and personalized development. The results of the questionnaire also show that the company attaches great importance to employees' knowledge, skills and creativity, and has active development authorization. However, the framework and process still need to be improved, because the data shows that 38.89% of employees need the consent of their superiors before doing anything, and 82.14% think that they need to go through the process to do things well. TL authorization to employees will affect employee satisfaction and has a high correlation. Allowing employees to align their values with the organization's institutional systems promotes intrinsic motivation and improves performance. Burnout can be divided into three sub types, which include emotional exhaustion,

depersonalization, and emotional depletion. In the study, we concluded that TL was negatively correlated with employee burnout. Researcher found that TL was negatively correlated with emotional spawning and depersonalization, while positively correlated with individual accomplishment. Slacking off at work can reduce your sense of accomplishment and job completion. Good TL leadership can change or reduce burnout, but only by improving it. Transformational leaders can adjust and influence the emotional needs of employees through personalized care. This indicated that TL could reduce or alleviate the emotions of employees.

The results show that there is a positive relationship between TL and OCB. Because TL leadership allows you to influence employee behavior and perception and trust in the company through four factors. Some researchers believed that all four aspects of TL had a positive relationship with OI (organizational identification), and OI as a variable proved that TL and OCB had an obvious correlation. Many other emotional variables also affect the relationship between OCB and TL, such as commitment, satisfaction, etc. The literature review part has more elaboration.

7. Conclusion

To concluded that, we can find out TL has advantages in management, and the four aspects of TL play their respective roles. Of course, this paper simply measures the relationship between TL and three factors, which is employee empowerment, employee burnout and OCBs. After a lot of literature review and analysis before the research and analysis of the questionnaire survey, it can be found that THE TL is a very comprehensive topic and its four aspects (Idealized influence, inspirational motivation, intellectual stimulation and Individualized consideration) all have their own functions and effects. There are also many studies on this aspect. In the literature, we can find that many authors use some factors (psychological empowerment, organizational recognition, LSM, etc.) as intermediate variables to analyze the relationship between employee empowerment, employee burnout and OCBs and TL. Of course, this paper focuses on the impact of four aspects of TL on employee empowerment, employee burnout and OCBs. Therefore, in the design of the questionnaire, 20

questions are designed for each 4L factor, which can comprehensively reflect the 4L aspects. Only correlation and regression analysis are carried out in this paper, and more researches are expected to be conducted by the authors. In conclusion, the final empirical results show that TL is positively correlated with employee empowerment, OCB is positively correlated with employee burnout. There is also a wealth of research to back up this finding. Of course, there are also some improvements in this paper, such as a larger data sample size and improved and strengthened research methods.

References

- [1] Hechanova, R. M., & Cementina-Olpoc, R. Transformational leadership, change management, and commitment to change: A comparison of academic and business organizations. *The Asia-Pacific Education Researcher*, 2013, 22(1): 11-19.
- [2] Birasnav, M. Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of business research*, 2014, 67(8): 1622-1629.
- [3] Paarlberg, L. E., & Lavigna, B. Transformational leadership and public service motivation: Driving individual and organizational performance. *Public administration review*, 2010, 70(5): 710-718.
- [4] Amor, A. M., Vázquez, J. P. A., & Faña, J. A. Transformational leadership and work engagement: Exploring the mediating role of structural empowerment. *European Management Journal*, 2020, 38(1): 169-178.
- [5] Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. *The Leadership Quarterly*, 2018, 29(5): 570-583.
- [6] Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Human resources for health*, 2016, 14(1): 73.
- [7] Gill, A., Fitzgerald, S., Bhutani, S., Mand, H., & Sharma, S. The relationship between transformational leadership and employee desire for empowerment. *International journal of contemporary hospitality*

- management, 2010.
- [8] Han, S. H., Seo, G., Li, J., & Yoon, S. W. The mediating effect of organizational commitment and employee empowerment: How transformational leadership impacts employee knowledge sharing intention. *Human Resource Development International*, 2016, 19(2): 98-115.
- [9] Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. Enhancing performance and commitment through leadership and empowerment. *International Journal of Bank Marketing*, 2019.
- [10] Gong, T., Zimmerli, L., & Hoffer, H. E. The effects of transformational leadership and the sense of calling on job burnout among special education teachers. *Journal of School Leadership*, 2013, 23(6): 969-993.
- [11] Hildenbrand, K., Sacramento, C. A., & Binnewies, C. Transformational leadership and burnout: The role of thriving and followers' openness to experience. *Journal of occupational health psychology*, 2018, 23(1): 31.
- [12] Jung, J. E., & Kim, S. H. Analysis of Mediating and Moderating Effect of Directors' Leadership between Early Childhood Teachers' Emotional Labor and their Burn Out. *Korean Journal of Child Education & Care*, 2018, 18(1): 193-216.
- [13] Scheel, T. E., Otto, K., Vahle-Hinz, T., Holstadt, T., & Rigotti, T. A Fair Share of Work: Is Fairness of Task Distribution a Mediator Between Transformational Leadership and Follower Emotional Exhaustion? *Frontiers in Psychology*, 2019, 10: 2690.
- [14] Eghdamy, H., Ganjiniya, H., & Akhlagh, E. M. Relationship between transformational leadership and reduction of burnout among employees of Greater Tehran foundation of martyrs and veterans affairs. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 2013, 3(4): 34.
- [15] Nohe, C., & Hertel, G. Transformational leadership and organizational citizenship behavior: A meta-analytic test of underlying mechanisms. *Frontiers in Psychology*, 2017, 8: 1364.
- [16] Humphrey, A. Transformational leadership and organizational citizenship behaviors: The role of organizational identification. *The Psychologist-Manager Journal*, 2012, 15(4): 247-268.
- [17] Bottomley, P., Mostafa, A. M. S., Gould-Williams, J. S., & León-Cázares, F. The impact of transformational leadership on organizational citizenship behaviours: The contingent role of public service motivation. *British Journal of management*, 2016, 27(2): 390-405.
- [18] Lee, Y. H., Woo, B., & Kim, Y. Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching*, 2018, 13(3): 373-382.
- [19] Nasra, M. A., & Heilbrunn, S. Transformational leadership and organizational citizenship behavior in the Arab educational system in Israel: The impact of trust and job satisfaction. *Educational Management Administration & Leadership*, 2016, 44(3): 380-396.
- [20] López-Domínguez, M., Enache, M., Sallan, J. M., & Simo, P. Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 2013, 66(10): 2147-2152.