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The Role of Transformational Leadership in Critical Situations: Problem-solving Performance in Public Service as the Outcome

ABSTRACT

Designing a superior organization requires a leadership style that is strong but adaptable. This study scrutinized the role of transformational leadership in critical situations on problem-solving performance through the moderation of psychological well-being and the mediation of emotional engagement. The sample was randomly selected. They consisted of 258 public service employees in Central Java and the Special Region of Yogyakarta. The data were analyzed using the Structural Equation Model (SEM) with IBM SPSS AMOS 22. This study proved that transformational leadership has a direct effect on problem-solving performance. However, there is no direct effect of transformational leadership on emotional engagement. The results show that psychological well-being moderates the effect of transformational leadership on emotional engagement as well as problem-solving performance. The direct effect of psychological well-being on emotional engagement and problem-solving performance showed significant positive results. In contrast, emotional engagement cannot mediate the effect of transformational leadership on problem-solving performance. Practical implications of this study suggest that employees with a high level of psychological well-being led by transformational leadership styles that guide, inspire and foster a sense of pride in the organization, will encourage high attachment to work indicated by responsibility, perseverance, and enthusiasm that indirectly impact on problem-solving performance in critical situations. Increasing psychological well-being and emotional engagement play the greatest impact in encouraging problem-solving performance. The results indicate that nurturing transformational leadership alone is insufficient to improve problem-solving performance in critical situations, so it takes the moderation of psychological well-being, as well as the mediation of emotional engagement.

Keywords: Psychological well-being, transformational leadership, emotional engagement, Problem-solving Performance.

1. Introduction

Organizations operate in a dynamic environment that changes rapidly and unexpectedly from time to time without warning. The outbreak caused by Covid-19 in early 2020 in Indonesia compelled organizations to make immediate adjustments to meet the performance goals that had been set. Public/government organizations have a significant commitment to offering community services, including public services, education, and health, hence community services must be prioritized even in times of crisis. The smooth running of the organization is sometimes disrupted during unusual periods, which, of course, has a

significant impact on organizational performance. Therefore, quality management is required because it is a determining factor for the success of public services.

To prepare for complex situations, that are unclear when the situations will come to an end, problem-solving skills must be given special attention and implemented immediately (Watkins et al., 2022). The leader of the organization has great responsibility during a crisis. A leader must first create a conducive environment to employee psychology, then motivate, be enthusiastic, and most importantly maintain employee performance. Employees will

show better psychological involvement at work when their leaders show transformational leadership (Breevaart et al., 2014). Leaders must still be able to boost employee performance in solving problems in unusual settings during an emergency. Employee engagement is now seen as a strong source of competitive advantage during a crisis (Bedarkar & Pandita, 2014). Complex and complicated problems require qualified human resources. An employee must be able to solve problems quickly and correctly, both those that emerge within and outside the organization.

Robertson & Cooper (2010) introduced the concept of “full engagement”, by proposing that engagement is more likely to be sustainable when employee well-being is also high. Research by Tinline and Crowe (2010) explains that employee involvement is indicated by the workplace connectedness of employees to work extra to increase in order to develop their ability to control the work environment and take advantage of opportunities, in addition to a positive attitude to improve their mental and spiritual health. Transformational leaders encourage cognitive, affective, and behavioral work involvement for organizational success (J. Park et al., 2021). Several previous studies explored the role of transformational leadership and its influence on employee performance (Subiyanto & Djastuti, 2018; Buil et al., 2019; Carter et al., 2013), and its influence on emotional engagement (Breevaart et al., 2014). Previous studies are empirical evidence of the significance of the role of transformational leadership in an

organization in addition to transformational leadership, which has proven to be big and profitable for organizations, psychological well-being brings valuable contributions to organizations, such as its function in improving performance.

Solving emergency problems requires more than knowledge and skills; there must also be a will and spirit from within to be involved in dealing with emergency problems. Thus, it is necessary to develop a comprehensive approach to build the psychology of employees with a strong attachment to their workplace, one of which is with adequate psychological well-being. The constructs of psychological well-being are often complex and multidimensional (Carmeli, Yitzhak-Halevy, and Weisberg, 2009); Nimmi et al., 2021); Şahin and Çankir, 2018); Ryan and Deci, 2001). In its simplest form, psychological well-being often represents happiness (Ryan & Deci, 2001). A person with high life satisfaction typically interprets life with a sense of “gratitude”, and appreciating everything that he has and feeling happy that his life is better than others (Nimmi et al., 2021). There is a void from previous studies in that psychological well-being is more appropriately played as a moderating variable, as it is an individual’s innate nature. Considering that, the role of psychological well-being as a moderator for transformational leadership in increasing emotional engagement and problem-solving performance becomes the focus of this study. This study also investigates the role of emotional engagement in mediating transformational leadership in improving problem-solving performance.

2. Theoretical framework

2.1. The effect of transformational leadership on problem-solving performance in critical situations

Mangkunegara, (2021) states that transformational leadership will keep evolving in responding to changing needs for organizational reform. Furthermore, during critical situations such as the

COVID-19 outbreak, change-making leadership is very much needed as an incentive for employees to continue working professionally. During the Covid-19 outbreak in Indonesia, activities in the field often are not governed by standard procedures. Thus, the role of transformational leadership that is to provide flexibility of creative thinking for subordinates will be tested.

Transformational leadership is an approach related to morality and motivation (T. Park & Pierce, 2020). In critical situations, employees are frequently confronted with various complex problems; there is insufficient information to solve problems and insufficient material in making decisions, there is also no standard procedure for taking action (Wulandari et al., 2018). The role of the leader is critical in encouraging employees to be involved in problem-solving, fostering coordination with members, and working together with members to solve obstacles and challenges that are sometimes fraught with ambiguity (Pietraszewski, 2019).

Transformational leadership is characterized by several dimensions dimensi (Bass, 1999; Nielsen et al., 2009; Yue et al., 2019). The first is idealized influence as leader behavior in presenting the vision and mission, fostering pride, respecting and trusting in subordinates. The second is intellectual stimulation, which is the leader's ability to eliminate the reluctance of subordinates to generate ideas, encourage subordinates to be more creative, and stimulate thoughts in solving problems. The third is inspirational motivation as the behavior of leaders in motivating and inspiring their subordinates. Fourth is individualized consideration, in

2.2. The effect of emotional engagement on problem-solving performance in critical situations

Many events take place in scenarios and conditions that employees have never encountered before, yet employees must continue to operate as best they can and

which a leader pays attention to his subordinates in giving guidance and mentoring, paying personal attention, and developing the abilities of subordinates.

In dealing with critical situations in organizations, solving problems is a complicated process, because we are often confused and unsure of what we should do when there is a crisis (Alzoubi et al., 2022; Çalışkan et al., 2010). In line with this, Wulandari, Ferdinand, and Dwiatmadja (2018) proffer that employees frequently encounter unusual critical moments such as tackling a completely new job, handling a job of uncertainty and revolutionary, and achieving difficult targets. Employees that work under transformational leadership are encouraged to not be afraid of coping with uncertainty (S. Zhang & Sun, 2021), dealing with risks. They encourage employees to revolutionize their routine in innovative new ways. It will influence change, increase job quality, and, as a result, improve employee performance.

Carmeli et al., (2014); Carmeli et al., (2013); Shafi, Zoya, Lei, Song, & Sarker (2020) and Singh et al., (2020) empirically prove that leaders who inspire, encourage subordinates, have a clear vision, motivate and stimulate subordinates will improve performance. Referring to the theories and logical thinking based on previous research, the following hypothesis is proposed:

H₁: The higher the transformational leadership, the higher the problem-solving performance in critical situations.

demonstrate excellent achievement. Employees are not adequately equipped with acceptable competencies under such circumstances, but psychological aspects must also be present to inspire employees to remain motivated to work at their best. Emotional engagement is a psychological

factor that plays a very important role in maintaining employee performance at critical times. There are two explanations for engagement, namely rational engagement and emotional engagement (Folgado-fern et al., 2021). Emotions are expressed through feelings, motivations, and experiences that have specific and unique meanings for each person. Rational involvement relates to awareness, memory, learning process, or understanding due to experience.

Emotional engagement displays love, happiness, joy, enthusiasm, and motivation (Özhan & Kocadere, 2020). Studies on emotional engagement has received a lot of attention since it is related to increasing employee competitiveness and readiness to adapt to change and serves as the main drivers of work attitudes such as increasing productivity and employee performance (Gruman & Saks, 2011). Vigor is one of the dimensions of emotional engagement. According to Buil et al., (2019) and Schaufeli et al., (2006), it is an employee's attachment shown through physical and mental strength at work. Vigor is characterized by a high level of mental strength and resilience, optimal energy, the courage to make efforts, the desire and willingness to give maximum results, enthusiasm, and perseverance in adversity (Abd-allah, 2016; Swierzy et al., 2017). The second dimension is dedication which describes meaningful feelings, enthusiastic employees at work, being proud of the work and the company they work for, staying inspired, and remaining persistent in the company without threatened by the

2.3. Psychological well-being in moderating the effect of transformational leadership on problem-solving performance and emotional engagement in mediating the effect of transformational leadership on problem-solving performance.

challenges (Swierzy et al., 2017; Y. Zhang et al., 2017). The third is absorption, which is employee engagement described by full attention to the work (Kaliannan & Narh, 2015).

Emotional engagement has been proven to make a positive contribution to the organization. It is essential to be improved. This is where transformational leadership plays an important role as a predictor to strengthen emotional engagement. This is in line with Buil et al. (2019) that transformational leadership increases emotional engagement in all dimensions of transformational leadership. Transformational leadership increases employee engagement with work shown by being passionate about work, proud to be part of the organization, paying attention to work success, never giving up and being dedicated, and thereby increasing their contribution to the company (Buil et al., 2019). Mencl, Wefald, & Ittersum (2016) and Sahu, Pathardikar, and Kumar (2018) state that transformational leadership increase well-being and emotional engagement. Transformational leadership penetrates employees' emotions and improves problem-solving performance in critical situations (J., 2014; Kundi et al., 2021). Based on logical thinking and references to previous research, the following hypotheses are proposed:

- H₂: The higher the transformational leadership, the higher the emotional engagement.
- H₃: The higher the emotional engagement, the higher the problem-solving performance in critical situations.

To date, the concept of psychological well-being has received much attention from researchers. In a multidimensional view, some researchers examine it in a narrow perspective, as a social phenomenon or even individual welfare (Stankevičienė et al., 2021). According to Robertson, Birch, and Cooper (2012) and

Robertson and Cooper (2010), the approach used in discussing psychological well-being is a hedonic approach that connects generally perceived satisfaction in the general public, for example achieving a measure of happiness in general standards of the pleasure of life, not the purpose of life. The second is the eudaimonic well-being, which is the subjective experiences associated with eudaimonia, for example living a happy life with personal standards that differ from those of others.

Psychological well-being leads to positive behavior and attitudes, promotes mental health, and makes employees happier at work, which impacts work productivity (Kundi et al., 2020). Psychological well-being is a condition in which a person can accept and maintain a positive attitude towards himself, have good relationships with others, show feelings of affection or concern for others, have a purpose in life, and believe that his life is meaningful.

Carmeli, Yitzhak-Halevy, and Weisberg (2009); Nimmi et al. (2021); Şahin and Çankir (2018); Ryan and Deci (2000) explain several important dimensions of psychological well-being, namely self-acceptance, personal growth, autonomy, purpose in life, environmental mastery, and positive/quality of relationships with others. Jena et al., (2018) and Ryff (1989), describe that in general, the dimensions of psychological well-being are first, self-acceptance by maintaining a positive attitude towards oneself and describing a positive self-evaluation. The second is positive relations with others, which describes as the ability to love others, have empathy, understand others and is seen as a major component of mental health. The third is autonomy, that a person is expected to have the ability to make their own decisions and resist social pressures.

3. Empirical Research Model

This empirical research model provides a clear framework of the effect of several

Fourth, environmental mastery is the ability to manipulate and control a complex environment. The fifth is related to the purpose of life that leads to meaning. The sixth is personal growth, which refers to the desire to develop and grow one's potential by being open to new experiences.

From the characteristics of the concept of psychological well-being, we can conclude that the concept of psychological well-being is more appropriate to moderate the relationship between transformational leadership and emotional engagement, as well as the relationship between transformational leadership and problem-solving performance (Carmeli et al., 2009; Jena et al., 2018; Nimmi et al., 2021; Ryan & Deci, 2001; Ryff, 1989; Şahin & Çankir, 2018). The reason that underlies this framework is that the concept of psychological well-being is a combination of personality from hereditary or genetic traits, cultural environment, norms, and values of family, friends, social groups, and society. Hence, logically, leadership is not the only predictor of psychological well-being. Some hypotheses are proposed:

- H4: The higher the psychological well-being, the higher the emotional engagement.
- H5: The higher the psychological well-being, the higher the problem-solving performance.
- H6: Psychological well-being strengthens the effect of transformational leadership on problem-solving performance.
- H7: Psychological well-being strengthens the effect of transformational leadership on emotional engagement.
- H8: Emotional engagement mediates the effect of transformational leadership on problem-solving performance.

proposed concepts in providing solutions to problems that must be handled by

organizations or government agencies in critical situations. The outbreak in Indonesia demands organizations to

provide services to a volatile community in an efficient, effective, and dynamic manner.

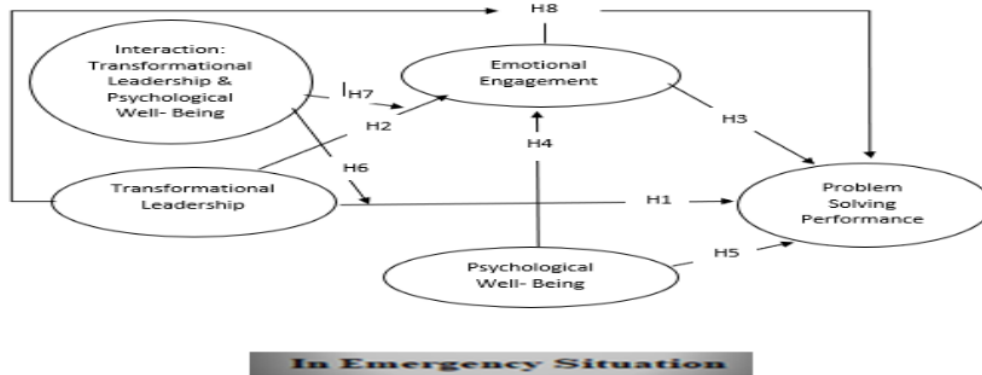


Figure 1 Empirical Research Model

4. Population and Sample

The population in this study were all employees in the public sector in the Special Region of Yogyakarta and Central Java province. The employees provide services to the community, such as the National Electricity Company, military, police, hospital nurses/doctors, Regional Water Company, and firefighters. 258 respondents were selected through a non-probability sampling of purposive sampling.

5. Descriptive Statistics

The respondents of this study were employees of several government institutions in the Special Region of Yogyakarta and Central Java province. The respondents are described in terms of position, institution/agencies, experience, and age. Descriptive statistics on the demographics of the respondents are presented in Table 1.

Table 1. Descriptive Statistics of Respondents Demographics

	Demography	Frequency	Percentage (%)
Position	Level Manager	7	2.7
	Supervisor	20	7.8
	Staff	231	89.5
Occupation	Health Work (nurses and doctors)	58	22.5
	Employee in State-owned Enterprises (BUMN)/ Regional Government-Owned Enterprises (BUMD)	179	69.4
	Military/ Office	9	3.5
	Civil servant and Non-Civil servant in various Ministries	12	4.6
Age	25 - 30 year	152	58.9
	31-35 Year	43	16.7
	36-40 Year	40	15.5
	41-45 Year	8	3.1
	46-50 Year	14	5.4
	>50 Year	1	.4

Gender	Male	126	48.8
	Female	132	51.2

6. Validity and Reliability Tests

The validity test is used to see whether the statements in the questionnaire are valid. A statement is said to be valid if the validity is more than 0.40. Next, the reliability test aims to measure the accuracy of the

statements that have been declared valid. The reliability test used a significant level of 5%. If Cronbach's Alpha is > 0.6, the instrument is declared reliable. Table 2 presents the results of the validity and reliability tests.

Table 2. The results of the validity and reliability test on the indicators of transformational leadership, emotional engagement, psychological well-being, and employee performance

Statement	R _{count}	α	AVE	CR	Description
Transformational leadership (Mangkunegara, 2021; Nielsen et al., 2009; Walsh, 2016; Yue et al., 2019)		.954	.942	.763	Accepted
• My leader can grow the subordinates' confidence in critical situations.	.830				
• My leader empowers subordinates to complete tasks in critical situations	.852				
• My leader is a good motivator when the organization encounters a critical situation	.884				
• My leader always gives personal attention to every situation.	.889				
• My leader is a good mentor in dealing with critical situations	.912				
• My leader understands the subordinates when facing critical problems	.789				
Psychological well-being (Jena et al. 2018; Kim, and Lee 2019; Ryff 1989)		.945	.933	.707	Accepted
• I always have a good self-acceptance with a positive attitude towards myself	.735				
• I have concern and empathy for others	.864				
• I have an autonomy, independence, and resistance to social pressure	.850				
• I can take advantage of the opportunities that exist in the environment where I work	.860				
• I have a clear purpose in life that leads to more meaning	.891				
• I develop my potential and be open to new experiences	.840				
Emotional Engagement (Buil et al., 2019; Schaufeli et al., 2006).		.954	.945	.740	Accepted
• I do not give up easily when having problems	.840				
• I am excited to do my job	.849				
• I am enthusiastic about work	.858				
• I am persistent at work	.860				
• I do not shy away from new challenges at work	.889				
• I give full attention to my work	.861				
Problem-solving performance (Çalışkan et al., 2010; Mohaghegh & Größler, 2022; Watkins et al., 2022)		.973	.969	.837	Accepted
• I try hard to solve work problems	.924				

- I can solve problems dynamically .878
- I can achieve difficult targets in critical/unstable situations .922
- I have experience dealing with various problems and I know how to deal with them .920
- I have been tested in dealing with abnormal/critical situations .921
- If I cannot solve critical problems, I will report to my superiors, discuss with my co-workers and do self-evaluation .923

7. Analysis and Discussion

From the results of the analysis structural equation model (SEM), the goodness of fit was obtained with Chi-Square of 2.385, Significance of 0.001, DF of 55, GFI of 0.940, AGFI of 0.901, TLI of

0.984, CFI of 0.989, and RMSEA of 0.054. To see whether the model in this study is good, the description is in the correlation matrix in Table 3.

Table 3. Implied Correlations

	TL6	TL5	PWB6	PSP6	EE6	PWB5	INTR	PWB3	PSP4	PSP3	EE4	EE3	TL3
TL6	1.000												
TL5	.753	1.000											
PWB6	.519	.524	1.000										
PSP6	.514	.519	.595	1.000									
EE6	.490	.495	.612	.639	1.000								
PWB5	.532	.537	.677	.610	.627	1.000							
INTR	.839	.847	.777	.674	.669	.797	1.000						
PWB3	.528	.533	.672	.605	.623	.688	.791	1.000					
PSP4	.536	.541	.621	.689	.668	.637	.703	.632	1.000				
PSP3	.500	.505	.579	.642	.623	.594	.656	.589	.670	1.000			
EE4	.506	.511	.632	.660	.664	.648	.691	.643	.689	.643	1.000		
EE3	.510	.515	.637	.665	.748	.653	.696	.648	.694	.648	.772	1.000	
TL3	.749	.756	.521	.516	.492	.534	.842	.530	.538	.502	.508	.512	1.000

Table 3 shows that the research mode of this study is good with a moderate (0.3 - 0.7) and high (>0.7) correlation. Furthermore,

the results of the analysis are depicted in Table 4.

Table 4. Regression Weights

Hypothesis			Estimate	S.E.	C.R.	Probability	Description	
H ₁	Transformational Leadership	□	Problem-solving Performance	.085	.050	1.698	.090*	Accepted
H ₂	Transformational Leadership	□	Emotional Engagement	-.009	.074	-1.120	.905	Rejected
H ₃	Emotional Engagement	□	Problem-solving Performance	.488	.096	5.108	****	Accepted
H ₄	Psychological well-being (PWB)	□	Emotional Engagement	.930	.099	9.390	***	Accepted
H ₅	Psychological well-being (PWB)	□	Problem-solving Performance	.226	.116	1.939	.053*	Accepted
H ₆	INTRCT (TL and BWB)	□	Problem-solving Performance	.000	.000	3.021	.003***	Accepted
H ₇	INTRCT (TL and PWB)	□	Emotional Engagement	.000	.000	7.285	***	Accepted

***<1%, **< 5%, *<10%

8. Discussion

The findings of this study empirically prove that transformational leadership affects problem-solving performance in critical situations with a significance below 10% which is 0.090. However, it is not proven to affect emotional engagement with a significance of 0.905. Furthermore, the hypothesis stating that emotional engagement has a significant positive effect on problem-solving performance is accepted, with a significance of 0.000.

The subsequent analysis involving psychological well-being as a moderation supports the idea that psychological well-being strengthens the effect of transformational leadership on problem-solving performance with a significance of 0.090 before involving psychological well-being that increases to 0.003 after involving psychological well-being. The role of psychological well-being as a moderating variable of the effect of transformational leadership on emotional engagement is proven empirically with increasing significance from 0.90 to 0.000.

Psychological well-being has a significant positive effect on emotional engagement with a probability value of 0.000, with an estimated value of 0.930.

Psychological well-being also has a positive effect on problem-solving performance with a probability value of 0.053, and an estimated value of 0.226.

The results of this study are in line with research conducted by Robertson, Birch, & Cooper (2012) that psychological well-being encourages work-life balance, which has an impact on employee performance. Organizations need to pay attention to work attitudes and psychological well-being by designing useful programs to increase employee engagement and performance. The research findings of Tinline & Crowe, (2010) reports that a combination of employee engagement and psychological well-being will increase employee productivity. Psychological well-being is an important requirement that encourages employee engagement and productivity. The research results provide important input for designing ways to increase engagement and well-being so that they become a priority and effective policies for leaders. Employee engagement is seen as the basic foundation of work because the love of work becomes positive energy for fostering a strong emotional bond with work (Mencl et al.,

2016). Transformational leaders are easier to move subordinates because they are inspiring and understand the needs of subordinates, encouraging individuals to be involved and motivated in their work to

9. Sobel tests

The results of the mediation of emotional engagement on the effect of

improve performance. Work engagement mediates the effect of participatory leadership and job satisfaction because job satisfaction is stronger when employees feel comfortable at work (Chan, 2019).

transformational leadership on problem-solving performance can be seen in Table 5.

Table 5. Sobel Test of the Variable of Emotional Engagement

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Conclusion
H8: TL → EE → PSP	-0.12158683	0.45161312	0.90322625	Rejected

The results corroborate the research of Kundi et al. (2020) asserting that if performance demands are considered a challenge, engagement and psychological well-being will be able to act as mediating

10. Conclusions

Based on data analysis, it is concluded that problem-solving performance is not directly affected by transformational leadership, but is strengthened by psychological well-being. This finding empirically delineates that employees with a problem-solving performance in the critical situation will be able to achieve well, particularly if employees have high psychological well-being through transformational leadership. The role of psychological well-being which is hypothesized to moderate the effect of transformational leadership on emotional engagement is not empirically proven when the situation is very critical. Emotional engagement will be stronger in the internal organization than the involvement for external organizations as evidenced by the rejection of the second hypothesis. Psychological well-being is an important requirement that encourages employee involvement in taking dynamic attitudes and actions and increasing productivity, especially during critical situations.

The results of the serve as important input for designing strategies to improve problem-solving performance. Transformational leadership will be more

or moderating variables. However, if performance demands are considered a threat, then both of them fail to play a role either as mediating or moderating variables.

effective in improving problem-solving performance among state employees if collectively, they have high psychological well-being. Hence, psychological well-being should be a priority of the Indonesian government when recruiting employees because Indonesia is one of the countries that has a fairly high vulnerability, such as floods, earthquakes, volcanic eruptions, and other things that cannot be predictable. Thus, the role of psychological well-being is very necessary. A research model by involving variables concerning the critical situations will serve as fertile ground, which gives rise to new theoretical issues. Expanding and increasing the number of respondents is necessary. Thus, it requires more volunteers in data collection.

This research was carried out during a pandemic caused by Covid-19. Hence, finding respondents was challenging. This study also limits the variables in the empirical model due to the high physical and mental business of the respondents.

If the organization does not have employees with high psychological well-being, services to the general public will certainly be disappointing in critical situations, especially when dealing with extremely complex problems like the

pandemic. Services that are dynamic, timely, on target, and appropriately handled are very much needed during critical situations like today. All in all, the findings

of this study will be fruitful as the foundation for government policy-making in Indonesia, particularly in the area of human resource management.

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