



Interrelationships Between Transformational Leadership, Employee Burnout, Organizational Citizenship Behavior, Employee Empowerment and Managerial Performance: Evidence from the Logistics Industry

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Abstract. The impact of transformational leadership on manager performance, employee burnout, and the function of employee empowerment within this framework are the main topics of this study. With the use of SPSS 25.0 software, the study uses a comprehensive survey of 302 participants in the logistics industry to do a correlation analysis and investigate the degree of association between the variables. After that, a mediation study was carried out, with a focus on the part organizational citizenship behavior plays in the connection between managerial performance, employee burnout, and transformational leadership. Furthermore, a moderation analysis was conducted to examine the ways in which transformational leadership, employee burnout, and managerial performance are influenced by employee empowerment. The study drew conclusions and discussed their practical implications. The findings revealed that transformational leadership positively contributes to enhancing managerial performance and mitigating employee burnout, while employee empowerment plays a crucial moderating role in this process. This research provides invaluable theoretical support and practical guidance for business management, facilitating enterprises in better implementing transformational leadership, thereby enhancing employee satisfaction and overall performance.

Keywords: Transformational Leadership; Employee Burnout; Employee Empowerment; Managerial Performance; Organizational Citizenship Behavior; Logistics Industry.

1 Introduction

In the fast-paced logistics industry, leadership style is crucial for shaping organizational competitiveness. Transformational leadership cultivates motivation and inspiration, and stands out for its ability to drive outstanding results. This style is characterized by vision creation, value expression, personalized attention, and intellectual stimulation, and is positively correlated with employee satisfaction, commitment, and performance.

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However, the harsh working environment in the logistics industry often leads to employee burnout, affecting job satisfaction, absenteeism rates, and organizational citizenship behavior. Empowering employees, focusing on providing resources, power, and decision-making opportunities, is related to improving job satisfaction, motivation, and performance.

In this situation, the role of managing performance, namely the effectiveness of achieving organizational goals, becomes crucial. Management performance is influenced by various factors, including leadership style, employee attitudes, and organizational culture. It intersects with leadership style and employee empowerment, shaping the outcomes of the entire organization.

Although these structures and their potential interactions are of great significance, there is a lack of empirical research to test the interrelationships between transformational leadership, employee burnout, OCB, employee empowerment, and management performance, especially in the context of the logistics industry. This gap in the literature provides an opportunity to fill the knowledge gap and valuable insights for practitioners in this rapidly growing industry.

Therefore, this study aims to investigate the interrelationships between leadership in logistics industry transformation, employee burnout, OCB, employee empowerment, and management performance. Specifically, this study attempts to address the following research questions: (1) Idealization, personalization, incentive mechanisms of transformational leadership, and the impact of Chilean stimuli on employee burnout? (2) How does the idealization, personalization, incentive mechanisms, and Chilean incentives of transformational leadership affect management performance? (3) What is the impact of transformational leadership on organizational citizenship behavior? (4) What is the impact of organizational citizenship behavior on employee burnout? (5) The impact of employee authorization regulating transformational leadership on employee burnout (6) The impact of employee authorization regulating transformational leadership on management performance

By studying these issues, provide empirical evidence of the complex interrelationships between these structures in the logistics industry, and contribute to existing literature. The results of this study will have an impact on theory and practice, providing insights on how to utilize transformational leadership to alleviate the negative effects of employee burnout, enhance employee empowerment and OCB, and ultimately improve management performance. Literature Review.

2 Literature Review and Hypothesis Development

2.1 Transformational Leadership and Employee Burnout

Transformational leadership (TL) was started by James V. Downton in 1973. He was the first to coin the term. This was later added to by James Burns in 1978. After agreeing to follow, members then are inspired to change their expectations, perceptions, and are invited to a higher level of morality and motivation[4]. A few years later, Bernard Bass (1990) added even more to the concept. This is known as “Bass’s Transformational Leadership Theory” [3].

Transformational Leadership is characterized by leaders who inspire and motivate their followers to exceed their own self-interests for the good of the organization. It consists of four components: idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation [3]. Extensive research has demonstrated TL's positive effects on employee well-being and organizational outcomes, highlighting its potential to address issues like employee burnout.

Employee Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job, encompassing three dimensions: emotional exhaustion, cynicism or depersonalization, and reduced personal achievement [8]. High levels of burnout are detrimental to both employees and organizations, making it crucial to explore leadership styles that can mitigate this phenomenon.

Recent research indicates that TL can reduce employee burnout by fostering a supportive work environment, enhancing employee engagement, and providing emotional support [32]. By encouraging employees to align with organizational goals and values, TL helps reduce role stress and ambiguity [11]. Thus, we hypothesize:

H1: Transformational Leadership has a negative effect of Employee Burnout.

Delving deeper into TL's components, Idealized Influence involves leaders acting as role models, which builds trust and respect, thereby reducing stress and emotional exhaustion among employees [4]. Hence:

H1a: TL's Idealized Influence has a negative effect on Employee Burnout.

Individualized consideration entails leaders attending to each employee's needs and providing personalized support, which can mitigate feelings of burnout by addressing specific stressors [33]. Thus:

H1b: TL's Individualized Consideration has a negative effect on Employee Burnout.

Inspirational motivation involves leaders articulating a vision that inspires and motivates employees. This component can enhance employees' sense of purpose and reduce burnout by creating a sense of meaningful work [20]. Therefore:

H1c: TL's Inspirational Motivation has a negative effect on Employee burnout.

Finally, intellectual stimulation encourages employees to think critically and solve problems creatively, which can reduce burnout by increasing job satisfaction and engagement through challenging and stimulating work [14]. Consequently:

H1d: TL's Intellectual Stimulation has a negative effect on Employee Burnout.

2.2 Transformational Leadership and Managerial Performance

Managerial performance refers to the effectiveness and efficiency with which managers perform their roles and achieve organizational goals. High managerial performance is crucial for organizational success, and TL has been shown to enhance this by promoting a vision, encouraging innovation, and fostering a supportive environment that allows managers to thrive. Recent studies support the positive relationship between TL and managerial performance [22]. Therefore, we propose:

H2: Transformational Leadership has a positive effect on Managerial Performance.

Leaders who exhibit idealized influence serve as role models, instilling a sense of trust and commitment among managers, which enhances their performance [26]. Hence:

H2a: TL's Idealized Influence has a positive effect on Managerial Performance.

By providing personalized support and development, leaders practicing individualized consideration can enhance managerial skills and performance[21]. Therefore:

H2b: TL's Individualized Consideration has a positive effect on Managerial Performance.

Research by Kunhikrishnan and Wilson (2021) supports the notion that inspirational motivation not only increases managers' performance by fostering a shared vision but also enhances their commitment and engagement[19]. Consequently, we propose the following hypothesis:

H2c: TL's Inspirational Motivation has a positive effect on Managerial Performance.

Finally, encouraging innovative thinking and problem-solving, intellectual stimulation enhances managers' capabilities and performance by promoting continuous improvement and learning [15]. Thus:

H2d: TL's Intellectual Stimulation has a positive effect on Managerial Performance.

2.3 Transformational Leadership and Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to voluntary, extra-role behaviors that contribute to organizational effectiveness. These behaviors include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue[27]. Transformational leadership motivates followers to perform beyond expectations by awakening followers' higher needs. Transformational leadership plays an important role in creating structural empowerment that can lead to positive organizational outcomes.[29]

A 2020 study by Afsar[1] et al. found that TL significantly enhances OCB by fostering a supportive and inspiring work environment where employees feel motivated to contribute beyond their prescribed roles. Similarly, studies by Khan[18] and Ng and Feldman[25] emphasize that transformational leaders, by promoting a vision, inspirational motivation and engaging with employees on a personal level, can stimulate behaviors that benefit the organization, including OCB by enhancing their commitment and engagement with the organization. Therefore, we hypothesize:

H3: Transformational Leadership has a significant positive effect on Organizational Citizenship behavior.

OCB can reduce burnout by creating a supportive and cohesive work environment, where employees feel valued and appreciated [10]. Hence:

H3a: Organizational Citizenship Behavior has a significant effect on Employee Burnout.

Moreover, OCB serves as a mediator, where TL enhances OCB, which in turn reduces burnout by promoting a positive work environment [5]. Thus:

H3b: Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Employee Burnout.

2.4 Organizational Citizenship Behavior as a Mediator

As previously discussed, TL enhances managerial performance through its various components. OCB contributes to managerial performance by fostering a collaborative

and supportive work environment, enhancing overall productivity and effectiveness. TL promotes OCB, which in turn enhances managerial performance by improving the work environment and promoting supportive behaviors[17]. We therefore propose the following hypothesis:

H4: Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior.

H4a: Organizational Citizenship Behavior has a significant positive effect on Managerial Performance.

H4b: Organizational Citizenship Behavior mediates the relationship between Transformational Leadership and Managerial Performance.

2.5 Employee Empowerment as a Moderator

Recent studies have provided further evidence supporting the moderating role of employee empowerment in the relationship between TL and various organizational outcomes. A 2019 study by Cheong et al. highlights those empowered employees, who feel a higher level of psychological ownership, are better equipped to handle job-related stress and exhibit higher levels of job performance[6]. Additionally, empowered employees tend to show greater resilience and adaptability, which can significantly reduce feelings of burnout and enhance overall well-being[28]. Consequently, we propose:

H5: Employee Empowerment moderates the effect of Transformational Leadership on Employee Burnout

H6: Employee Empowerment moderates the effect of Transformational Leadership on Managerial Performance.

3 Methodology

3.1 The Design of the Research

A quantitative study approach using surveys or questionnaires is advised to look into how transformational leadership affects employee burnout. Employee burnout and transformational leadership behaviors should both be measured on validated scales in the questionnaire. Scales measuring traits including charm, intellectual stimulation, personalized attention, and inspirational motivation can be used to evaluate transformational leadership. Measures of weariness, cynicism, and ineffectiveness can be used to quantify employee burnout. Next, after adjusting for pertinent demographic characteristics, regression analysis can be utilized to investigate the connection between transformative leadership and employee burnout. Similarly, to investigate how much transformational leadership traits influence managerial performance, regression analysis might be employed once more.

To explore the role of organizational citizenship behavior in the relationship between transformational leadership and employee burnout, a mediation analysis can be performed. This type of analysis examines whether a third variable (organizational citizenship behavior) partially or fully explains the relationship between two other variables (transformational leadership and employee burnout). The mediation analysis will

involve estimating the direct effect of transformational leadership on employee burnout, as well as the indirect effect through organizational citizenship behavior. This approach will help determine if organizational citizenship behavior is a significant mechanism in this relationship. Similar to the previous question, the role of organizational citizenship behavior in the relationship between transformational leadership and managerial performance can be examined using a mediation analysis.

To investigate the interaction effect of employee empowerment in the relationship between transformational leadership and employee burnout, a moderation analysis can be conducted. Moderation analysis examines whether the relationship between transformational leadership and employee burnout is influenced by employee empowerment. The results will indicate whether employee empowerment strengthens or weakens the relationship between transformational leadership and employee burnout. Another moderation analysis can be performed. This analysis will test whether employee empowerment moderates the positive effect of transformational leadership on managerial performance. Research Model as shown in figure 1.

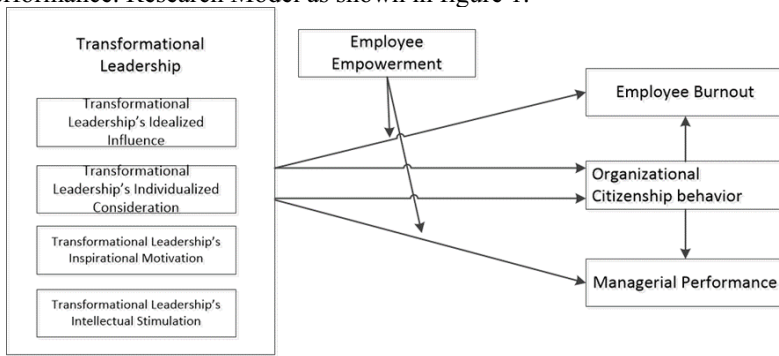


Fig. 1. Research Model

3.2 Indicate the Method about Gathered the Data

Questionnaire data collection is divided into 2 types. The first one, online, sends the electronic version of the questionnaire to the employees of the logistics enterprises, so that they can forward it to their colleagues and leaders in the company to fill in, this kind of recovery of 240 copies. The second, offline, prints out the questionnaire, visits many departments of the logistics enterprise, distributes the questionnaire to the staff of the logistics enterprise in different job categories, and then recovers the paper questionnaire and integrates the questionnaire data together.

3.3 The Research Variable Measurement, the Parts and Contents of Research Instrument

Transformational Leadership consists of 4 components, which are Transformational Leadership's Idealized Influence, Transformational Leadership's Individualized Consideration, Transformational Leadership's Inspirational Motivation, Transformational

Leadership's Intellectual Stimulation. These latent variables were accessed by measured variables. The measured variables were administered through a questionnaire. A 5-point Likert scale was used for the scale measurements. "Strongly Disagree = 1" to "Strongly Agree = 5".

Managerial Performance variables were accessed by measured variables. The measured variables were administered through a questionnaire. A 5-point Likert scale was used for the scale measurements. "Strongly Disagree = 1" to "Strongly Agree = 5".

Organizational Citizenship behavior variables were accessed by measured variables. The measured variables were administered through a questionnaire. A 5-point Likert scale was used for the scale measurements. "Strongly Disagree = 1" to "Strongly Agree = 5".

Employee Empowerment variables were accessed by measured variables. The measured variables were administered through a questionnaire. A 5-point Likert scale was used for the scale measurements. "Strongly Disagree = 1" to "Strongly Agree = 5".

Employee Burnout variables were accessed by measured variables. The measured variables were administered through a questionnaire. A 5-point Likert scale was used for the scale measurements. "Strongly Disagree = 5" to "Strongly Agree = 1".

3.4 The Methods of Statistical Processing and Analysis of Data

Regression analyses were used to test whether there was a negative effect of transformational leadership on employee burnout, and regression analyses were used to test whether there was a positive positive effect between transformational leadership and managerial performance. Use stepwise regression to test whether there is a mediating effect of civic organisational behaviour between transformational leadership and employee burnout. Using distributional regression, to test whether there is a mediating effect of citizen organisation behaviour between transformational leadership and managerial performance. By constructing moderating variables, regression analyses were used to test whether there is a moderating effect of employee empowerment between transformational leadership and employee burnout, and the same analyses were used to test whether there is a moderating effect of employee empowerment between transformational leadership and managerial performance.

3.5 The Instrument Reliability of Test Results

First, SPSS 25.0 is used to examine the validity and reliability of the observed variables in this study. KMO value is 0.884. The Cronbach's α is greater than 0.7[7] and KMO value is greater than 0.5[9][16]demonstrate the scale's strong internal consistency and convergent validity, which is shown in table 1.

Table 1. Cronbach's a for Each Factor

Latend Variables	Measured Variables	Sources	Alpha
Transformational Leadership's Idealized Influence (TLII)	TLII1, TLII2, TLII3, TLII4, TLII5, TLII6, TLII7, TLII8, TLII9, TLII10, TLII11, TLII12, TLII13, TLII14, TLII15, TLII16, TLII17, TLII18, TLII19, TLII20	[2]	0.949
Transformational Leadership's Individualized Consideration (TLIC)	TLIC1, TLIC2, TLIC3, TLIC4, TLIC5, TLIC6, TLIC7, TLIC8, TLIC9, TLIC10, TLIC11, TLIC12, TLIC13, TLIC14, TLIC15, TLIC16, TLIC17, TLIC18, TLIC19, TLIC20	[2]	0.960
Transformational Leadership's Inspirational Motivation (TLIM)	TLIM1, TLIM2, TLIM3, TLIM4, TLIM5, TLIM6, TLIM7, TLIM8, TLIM9, TLIM10, TLIM11, TLIM12, TLIM13, TLIM14, TLIM15, TLIM16, TLIM17, TLIM18, TLIM19, TLIM20	[2]	0.966
Transformational Leadership's Intellectual Stimulation (TLIS)	TLIS1, TLIS2, TLIS3, TLIS4, TLIS5, TLIS6, TLIS7, TLIS8, TLIS9, TLIS10, TLIS11, TLIS12, TLIS13, TLIS14, TLIS15, TLIS16, TLIS17, TLIS18, TLIS19, TLIS20	[2][12]	0.966
Employee Empowerment (EMEMP)	EMEMP1, EMEMP2, EMEMP3, EMEMP4, EMEMP5, EMEMP 6, EMEMP7, EMEMP8, EMEMP9, EMEMP10, EMEMP11, EMEMP12, EMEMP13, EMEMP14	[13]	0.972
Employee Burnout (EMBUR)	EMBUR1, EMBUR2, EMBUR3, EMBUR4, EMBUR5, EMBUR6, EMBUR7, EMBUR8, EMBUR9, EMBUR10, EMBUR11, EMBUR12, EMBUR13, EMBUR14, EMBUR15	Burnout Self-Test: Checking Yourself for Burn-out. Mindtools. From https://www.mindtools.com/pages/article/newTCS_08.htm [31]	0.927
Managerial Performance(MP)	MP1, MP2, MP3, MP4, MP5, MP6, MP7	[23]	0.770
Organizational Citizenship Behavior (OCB)	OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, OCB7, OCB8, OCB9, OCB10, OCB11, OCB12, OCB13, OCB14,OCB15, OCB16, OCB17, OCB18, OCB19,OCB20	[30]	0.923

4 Hypothesis Testing Analysis

302 valid questionnaires out of 344 that were delivered to logistics companies via online and offline methods were found to be incomplete. 52.3% of people were female and 47.7% of people were male. In terms of the different types of logistics companies, listed logistics companies made up 53.6% and private logistics companies 46.4%. 25.5% of those who worked in logistics for three years or less, 22.2% for four to six years, 24.8% for seven to nine years, and 27.5% for ten years or more. 15.2% of the

respondents work in warehouse management, 12.3% in finance, 12.3% as porters, 8.9% in customer service, 15.9% in sales, 12.3% as drivers, 11.9% as logistics operators, and 11.3% in logistics management.

4.1 Correlation Analysis

The correlation analysis of each variable was conducted using the SPSS25.0 software, and the results are displayed in Table 2. This indicates that there is a significant positive correlation between the following variables: TLII and TLIC value($r=0.658, p<0.01$), TLII and TLIM value ($r=0.676, p<0.01$), TLII and TLIS value ($r=0.682, p<0.01$), TLII and EMEMP value ($r=0.685, p<0.01$), TLII and MP value ($r=0.618, p<0.01$), TLII and OCB ($r=0.612, p<0.01$), TLII and TL ($r=0.861, p<0.01$), TLIC and TLIM ($r=0.637, p<0.01$), TLIC and TLIS ($r=0.661, p<0.01$), TLIC and EMEMP($r=0.591, p<0.01$), TLIC and MP ($r=0.599, p<0.01$), TLIC and OCB ($r=0.561, p<0.01$), TLIC and TL ($r=0.840, p<0.01$), TLIM and TLIS ($r=0.703, p<0.01$), TLICM and EMEMP($r=0.578, p<0.01$), TLIM and MP ($r=0.654, p<0.01$), TLIM and OCB ($r=0.597, p<0.01$), TLIM and TL ($r=0.887, p<0.01$), TLIS and EMEMP ($r=0.644, p<0.01$), TLIS and MP ($r=0.583, p<0.01$), TLIS and OCB ($r=0.607, p<0.01$), TLIS and TL ($r=0.879, p<0.01$), EMEMP and MP ($r=0.537, p<0.01$), EMEMP and OCB ($r=0.512, p<0.01$), EMEMP and TL ($r=0.703, p<0.01$), MP and OCB ($r=0.613, p<0.01$), MP and TL ($r=0.707, p<0.01$), OCB and TL ($r=0.687, p<0.01$) are all significantly positively correlated. But, TLII and EMBUR ($r=0.004, p>0.05$), TLIC and EMBUR ($r=0.006, p>0.05$), TLIM and EMBUR ($r=-0.025, p>0.05$), TLIS and EMBUR ($r=-0.004, p>0.05$), EMEMP and EMBUR ($r=-0.021, p>0.05$), EMBUR and MP ($r=0.007, p>0.05$), EMBUR and OCB ($r=0.048, p>0.05$), EMBUR and TL ($r=-0.007, p>0.05$) are not correlated, as shown in table 2.

Table 2. Correlation Analysis

	TLII	TLIC	TLIM	TLIS	EMEMP	EMBUR	MP	OCB	TL
TLII	1								
TLIC	.658**	1							
TLIM	.676**	.637**	1						
TLIS	.682**	.661**	.703**	1					
EMEMP	.635**	.591**	.578**	.644**	1				
EMBUR	0.004	0.006	-0.025	-0.004	-0.021	1			
MP	.612**	.599**	.654**	.583**	.537**	0.007	1		
OCB	.621**	.561**	.597**	.607**	.512**	0.048	.613**	1	
TL	.861**	.840**	.887**	.879**	.703**	-0.007	.707**	.687**	1

** . At level 0.01 (two-tailed), the correlation was significant.

4.2 Constructing Hypothesis Testing Model

To determine whether transformational leadership has a negative impact on employee burnout, create a linear regression model 1. Create a linear regression model 2 to determine whether the idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation of transformational leadership all have a negative impact on burnout. To find out if transformative leadership has a detrimental impact on

managerial performance, build a linear regression model 3. To determine whether the idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation of transformational leadership have a detrimental impact on managerial performance, build a linear regression model 4.

Table 3. Testing Results of Models

Model	Model 1		Model 2		Model 3		Model 4	
Dependent	EMBUR		EMBUR		MP		MP	
	B	SE	B	SE	B	SE	B	SE
TL	-0.012	0.095			0.700	0.040		
TLII			0.040	0.140			0.186	0.059
TLIC			0.039	0.136			0.196	0.057
TLIM			-0.074	0.109			0.244	0.046
TLIS			0.007	0.131			0.064	0.055
R square	0.000		0.002		0.500		0.508	
Adjusted R square	-0.003		-0.012		0.499		0.502	
F	0.016		0.129		300.396***		76.705***	
Change in F	0.016		0.129		300.396		76.705	
Change in R squared	0.000		0.002		0.500		0.508	

*. At level 0.05, **. At level 0.01, ***. At level 0.001, the effect was significant.

Table 3 displays the findings of the hypothesis test, and Table 4 displays the results of the hypothesis test. According to the findings, there is no negative effect of Transformational Leadership on Employee Burnout value ($\beta=0.095, p=0.9 >0.01$), suggesting that the beneficial effect is not supported, H1 is rejected. There is no negative effect of Transformational Leadership’s Idealized Influence on Employee Burnout value ($\beta=0.040, p=0.777 >0.01$), suggesting that the beneficial effect is not supported, H1a is rejected. There is no negative effect of Transformational Leadership’s Individualized on Employee Burnout value ($\beta=0.039, p=0.773 >0.01$), suggesting that the beneficial effect is not supported, H1b is rejected. There is no negative effect of Transformational Leadership’s Inspirational Motivation on Employee Burnout value ($\beta=-0.074, p=0.497 >0.01$), suggesting that the beneficial effect is not supported, H1c is rejected. There is no negative effect of Transformational Leadership’s Intellectual Stimulation on Employee Burnout value ($\beta=0.007, p=0.955 >0.01$), suggesting that the beneficial effect is not supported, H1d is rejected.

There is a positive effect between Transformational Leadership and Managerial Performance value ($\beta = 0.700, p=0.000 <0.05$), supporting the acceptance of H2. There is a positive effect between Transformational Leadership’s Idealized Influence and Managerial Performance value ($\beta = 0.095, p=0.002 <0.05$), supporting the acceptance of H2a. There is a positive effect between Transformational Leadership’s Individualized Consideration and Managerial Performance value ($\beta = 0.196, p=0.001 <0.05$), supporting the acceptance of H2b. There is a positive effect between Transformational Leadership’s Inspirational Motivation and Managerial Performance value ($\beta = 0.244, p=0.000 <0.05$), supporting the acceptance of H2c. There is a positive effect between Transformational Leadership’s Intellectual Stimulation and Managerial Performance

value, ($\beta = 0.064$, $p=0.247>0.05$), but the p value is 0.247, is higher than 0.05, so the effect is rejected, H2d is rejected.

Table 4. Testing Results of Hypothesis Testing

Hypothesis	Path	Standard Path Factor	T	Conclusion
H1	TL→EMBUR	0.095	-0.126	Not Supported
H1a	TLII→EMBUR	0.040	0.283	Not Supported
H1b	TLIC→EMBUR	0.039	0.289	Not Supported
H1c	TLIM→EMBUR	-0.074	-0.681	Not Supported
H1d	TLIS→EMBUR	0.007	0.057	Not Supported
H2	TL→MP	0.7***	17.332	Supported
H2a	TLII→MP	0.186**	3.163	Supported
H2b	TLIC→MP	0.196**	3.415	Supported
H2C	TLIM→MP	0.244***	5.326	Supported
H2d	TLIS→MP	0.064	1.159	Not Supported

*. At level 0.05, **. At level 0.01, ***. At level 0.001, the effect was significant.

4.3 Mediation Effects Analysis

(1) Organisational Citizenship Mediation Effects Behaviours Between Transformational Leadership and Employee Burnout.

Constructing a stepwise regression model to investigate the possibility that organizational citizenship behaviors act as a mediator in the connection between employee burnout and transformative leadership. A linear regression model was created in three stages. Initially, it was tested to see if transformational leadership had a negative impact on employee burnout. Afterward, it was tested to see if transformational leadership had a significant positive impact on organizational citizenship behavior. Lastly, it was tested to see if there was a significant relationship between employee burnout and transformational leadership and organizational citizenship behaviors. As shown in Table 5.

Table 5. Medation Effect Between relationship between transformational leadership and employee burnout.

Model	Model 5		Model 6		Model 7	
	EMBUR		OCB		EMBUR	
Dependent	B	SE	B	SE	B	SE
TL	-0.012	0.095	0.679	0.041	-0.125	0.131
OCB					0.166	0.132
R square	0		0.472		0.005	
Adjusted R square	-0.003		0.47		-0.001	
F	0.016		268.456***		0.801	
Change in F	0.016		268.456		0.801	
Change in R squared	0		0.472		0.005	

*. At level 0.05, **. At level 0.01, ***. At level 0.001, the effect was significant.

(2) Organisational Citizenship Behaviours Mediation Effect Between Transformational Leadership and Managerial Performance

To investigate if organizational citizenship behaviors moderate the association between transformational leadership and managerial performance, a stepwise regression model is being built. First, a linear regression model was created to determine whether transformational leadership significantly improves managerial performance. Second, a linear regression model was created to determine whether transformational leadership significantly improves organizational citizenship behavior. Third, a linear regression model was created to determine whether organizational citizenship behaviors and transformational leadership significantly affect managerial performance. As shown in Table 6.

Table 6. Medation Effect Between relationship between transformational leadership and Managerial Performance.

Model	Model 8		Model 9		Model 10	
Dependent	MP		OCB		MP	
	B	SE	B	SE	B	SE
TL	0.7	0.04	0.679	0.041	0.537	0.054
OCB					0.24	0.055
R square	0.5		0.472		0.531	
Adjusted R square	0.499		0.47		0.527	
F	300.396***		268.456***		169.01***	
Change in F	300.396		268.466		169.01	
Change in R squared	0.5		0.472			

*. At level 0.05, **. At level 0.01,***. At level 0.001,the effect was significant.

4.4 Moderating Effects Analysis

(1)Employee Empowerment Moderating Effects Between Transformational Leadership and Employee Burnout.

As can be seen from Table 3, Transformational Leadership does not have a significant effect on employee burnout ($\beta=0.095, p=0.9 >0.01$), so there is no moderating effect of employee empowerment between transformational leadership and employee burnout. H5 is rejected.

(2) Employee Empowerment Moderating Effects Between Transformational Leadership and Employee Burnout.

A model was constructed to test whether employee empowerment has a moderating effect between transformational leadership and Managerial Performance. For the specific steps, firstly, employee empowerment and transformational leadership were standardised to generate two new variables. Secondly, the two new standardised variables were multiplied together to produce a moderating variable. Finally, the two standardised variables, the moderating variable, were regressed against Managerial Performance.

Table 7. Effect Between relationship between transformational leadership and Managerial Performance.

Model	Model 11	
Dependent	MP	
	B	SE
Zscore(TL)	0.679	0.063
Zscore(EMEMP)	0.085	0.069
TL_EMEMP	-0.030	0.037
R square	0.475	
Adjusted R square	0.470	
F	89.883	
Change in F	89.883	
Change in R squared	0.475	

*. At level 0.05, **. At level 0.01,***. At level 0.001,the effect was significant.

As can be seen from Table 7, the moderator variable (TL_EMEMP) does not have a significant effect on managerial performance ($\beta = 0.016$, $p=0.663>0.05$), so there is no moderating effect of employee empowerment between transformational leadership and employee burnout.H6 is rejected.

5 Conclusion and Implications

5.1 Conclusion

Transformational leadership has a wide range of implications on managerial effectiveness, employee empowerment, and organizational citizenship behavior.

Through the development of their self-awareness and feeling of value, transformational leadership places a strong emphasis on improving employees' intrinsic motivation and inspiring them to seek higher collective goals in addition to individual interests. This leadership approach fosters a good work environment by emphasizing employees' growth and development in addition to job fulfillment [34].

Transformational leadership can improve overall work performance by focusing subordinates' attention on achieving work goals and igniting their inner motivation through idealized influence. Furthermore, the development of organizational culture, the strengthening of the organization's cohesiveness and centripetal force, and the advancement of managerial effectiveness can all be facilitated by idealized influence.

A key component of transformational leadership is customized thinking, which pushes staff members to challenge conventional wisdom and come up with fresh concepts and answers. Employee creativity and innovation are boosted by independent thought. Transformational leadership gives employees the freedom and support they need to fully engage in the company's innovation efforts and generate greater value by recognizing and addressing their unique needs and differences. Through customized thinking and management techniques, transformational leadership fosters cooperation and communication among staff members.

The focus of transformational leadership is on high-level communication and mutual development between superiors and subordinates. Motivation in transformative leadership typically takes the form of personalized attention, intellectual stimulation, and idealizing subordinates. Enhancing the passion and initiative of employees can help them become more committed and focused on their work, which will increase productivity and quality. This is accomplished through transformational leadership. Simultaneously, it can foster innovation and change within the organization, foster positive organizational atmosphere, strengthen team cohesion and centripetal force, and encourage communication and collaboration within the organization—all of which are necessary for the organization to sustain its leadership position in the highly competitive market.

Transformational leaders have the potential to effectively foster employees' creativity and work excitement through their own style and approach[24]. A key component of transformational leadership is intellectual stimulation, which inspires staff members to actively engage in decision-making and generate fresh concepts and solutions, fostering creativity and the growth of the company. This form of reward can strengthen the cohesiveness and competitiveness of the company in addition to assisting in the improvement of employees' own skills and abilities. Leaders can effectively increase the management performance value of their business and foster the ongoing development and advancement of the organization by implementing transformational leadership tactics, such as intellectual motivation.

By stimulating employees' intrinsic motivation and enhancing their self-awareness and values, transformational leadership can promote employees to exhibit more organizational citizenship behaviors, thereby driving the long-term development of the organization.

Employee burnout in logistics companies is a complicated phenomena brought on by a variety of elements, such as personal considerations, work pressure, and working conditions. Employee burnout may be somewhat mitigated by transformational leadership, however there may be more important or direct causes of burnout than just this. As a result, we cannot assume that transformative leadership in logistics companies has no effect whatsoever on employee burnout. Aside from organizational traits, employee traits, and the dynamic between leaders and staff, other variables that could impact the impact of transformational leadership include employee traits.

5.2 Implications

First, make transformational leadership cultivation more vigorous. Transformational leadership is most successful when it inspires workers, encourages innovation and information sharing in company management, and advances enterprise performance improvement through employee care, personal virtue models, and incentive. Therefore, it is advised that logistics companies develop transformational leadership from four angles: vision motivation, personal appeal, moral model, and customized care. One is to emulate those who are virtuous. In order to guarantee a proper and equitable benefit distribution, the leader of the company bears the dual responsibility of looking out for the interests of both the company and its employees. The other is individual appeal. It is important for leaders to focus on psychological and self-cultivation building, have an

open mind, and keep positive relationships with their subordinates. Leaders should always be cheerful and kind, and they should inspire their team members to respond positively to the many challenges that arise while pursuing business success. Third, the incentive for vision. Through the organization's social mission, industry expectations, and the creation of strategies and plans that support the company's vision, leaders should inspire their workforce to pursue shared goals. Personalized care is the fourth. For employees to feel happy working for the company, leaders need to be skilled at utilizing their skills, creating employee care systems, implementing employee welfare management systems, and implementing individualized training and promotion processes.

Second, the vitality of management innovation is continuously enhanced through the optimization of team management and organizational structure. From the standpoint of innovative organizational structure, leaders should aggressively implement cutting-edge management instruments both domestically and internationally, accomplish information empowerment, and establish a multi-party logistical link-age mechanism. Integrate the supply chain system while encouraging logistics companies to engage in integrated innovation through platform optimization, process reengineering, and business model innovation. Due to the wide traditional supply chain management range of logistics companies, there are many upstream and downstream businesses. This creates information asymmetry, which impairs the ability of businesses to manage their supply chains.

Thirdly, by giving workers the tools and assistance they need to overcome obstacles at work, transformational leadership prioritizes the needs and wellbeing of their workforce. Employee loyalty and growth can be increased by providing this kind of care and assistance, as it can help them sense the warmth and concern of the company.

To summarise, the logistics business benefits from transformational leadership in terms of employee outcomes such as encouraging employee accountability, fostering innovative thinking, boosting teamwork, and prioritising the needs and well-being of employees. The logistics industry's overall performance and competitiveness are enhanced by these beneficial consequences, which also support the industry's healthy and sustainable growth.

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