

RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND PRODUCTIVITY OF HUMAN RESOURCES WITH A VIEW TO MEDIATING ROLE OF SPIRITUALITY IN THE WORKPLACE

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Abstract. The purpose of the study is to study the relationship between human resource productivity and transformational leadership with considering the mediating role of spirituality in the workplace. So the employees of National Iranian Oil Products Distribution Company elected as statistical population and after selecting 195 people as statistical sample through simple random sampling. Results demonstrated that there is significant relationship between transformational leadership and human resource productivity and between transformational leadership and spirituality at work and between spirituality at work and human resource productivity. Also it was found that the full mediating role of spirituality at work in the relationship of transformational leadership and human resource productivity.

Keywords: transformational leadership, spirituality at work, human resource productivity, mediating effect

1 Introduction

Efficiency is not a new concept as old as human history. Generally, after the 1929 recession in the world so much interest in knowing the status of national income and there was economic productivity as an indicator of performance evaluation. Today all developed and developing countries of the importance of efficiency as one of the requirements of economic development and competitive advantage in the realm of the individual, institutional, national and international focus, because the countries surveyed survival in competitive world productivity. During recent decades, many countries in the world to achieve the desired level of life, improving labor productivity targets and some countries such as Korea, Malaysia, Singapore and Hong Kong through this economic considerations valuable results achieved and to help it sit higher in the structure of economic power on the base. Research studies indicate that economic development, social and political ruler of the country, especially in developing countries depends on the culture of productivity and having the right attitude and reasonable efficiency category.

On the other hand, different changes started in the late twentieth century led to a loose more traditional paradigm based on Newtonian physics in various fields including managed and in this regard, a growing emphasis on concepts such as self-control and transformative and working life and moral integrity has been done (Farhangi et al., 2009). It is clear in this context how to check the efficiency of human resources was also somewhat affected by such changes and on the basis of identification factors on increasing the productivity of human resources should be made to pay special attention to factors related to the new paradigm. Among the factors related to the concepts introduced in the new approach can be considered transformational leadership and spirituality in the workplace. In general, since the hard and soft factors, affecting the productivity of human resource discusses and the need to do more research on the effectiveness of the concepts of spirituality paradigm based on the productivity of human resources is felt. Therefore, the aforementioned base material and increase global trends arising from the paradigm focusing on the concepts of spirituality necessary to assess the impact and the concepts of productivity of human resources as the most important factor for achieving organizational goals to be felt. This study aimed to investigate

the relationship between transformational leadership and labor productivity given the role of spirituality in the workplace by the National Iranian Oil Products Distribution. In this study, the element of spirituality in the workplace as one of mediating variables in the relationship between transformational leadership and human resource efficiency are discussed.

2 Theoretical foundation and research topics

In general, World War II caused a change in the development of theories of leadership and several theories regarding the motivation of the followers of the theory- purpose, charismatic leadership, transformational leadership and interaction is presented. Transformational leadership by Burns in 1978 as a process through which leaders of the radical changes in outlook and behavior caused their followers, was introduced (Ralph and Masi, 2000). This theory by Bass in 1985 conceptualized and was developed further, in his view transformational leadership beyond traditional leadership development and promised a reward for the effort is rewarded based transactions (Chin, 2007). Burns defines transformational leadership as a process in which leaders and followers together to promote the ethical level. Transformational leaders are those who are able to motivate followers, the ability to inspire and commitment to gain followers. In fact, transformational leadership of interactive leadership style that only through reward and punishment-based motivation beyond and the trust and loyalty of others, outlining the dramatic landscape of potential opportunities and also to inspire followers would make a commitment to change and they are high in self-control. Transformational leadership thus contributes to individual staff, each disguised as something transformative, and the organization toward future moved (Farhangi et al., 2009).

According to Lehmann - Willenbrock et al., (2015) also transformational leadership process of influencing major changes in attitudes and assumptions of organization and commitment to the mission, goals and strategies defined. In the study, Lehmann - Willenbrock et al., (2015) based on the views Podsakoff College (1990), a measure based on six factors identified and expressed landscape, providing a suitable model, encourage acceptance of group goals, expectations are high performance, providing individual support and mental stimulation has been used for transformational leadership. Meanwhile Afejeh and Hamzehpour (2015) for transformational leadership characteristics such as the patterns of followers into leaders and admiration, respected and trusted by their followers and attention to others' needs above personal needs sharing risks with followers, grittiness and lack of personal use of power, motivate and inspire followers by giving meaning and challenge of giving leadership through their work. Follower's efforts to stimulate the creativity and innovation using questionable assumptions, framework remake the problems and dealing with the conditions of new ways and behave differently from followers based on an individual's personal needs and capabilities discussed.

Productivity at the micro level to the macro can be analyzed. However, in examining the issue of productivity should be considered equivalent to what can be achieved by adopting the views of six economists, accountants, physicists, industrial engineering, organizational psychology, industrial psychology finally, managers should be taken to investigate the matter. In accordance with the views of management efficiency in the use of resources for achieving objectives include the success and somehow also involves the concept of efficiency and effectiveness of the concept. In fact, the essential element in creating and improving efficiency, human resources and most common cause of failure in achieving the goals of the

organization can be considered related to the lack of productivity of human resources.

In this regard, Hersey and Goldsmith efficiency of human resources in the form of seven variables within the meaning of ability and skills followers is in accomplishing a task successfully. Clarity or understanding of the concept of understanding, acceptance of work, where and how they work, organizational support, within the meaning of the support needed to complete the work effectiveness follower. The concept of motivation or incentive followers incentives for successful completion of a specific task, such as daily feedback and performance assessment or feedback on the concept of casual, credit within the meaning of the appropriateness and legality of decisions regarding human resources managers and the environment in the context of factors affecting performance of individual power. Despite, having the ability and role clarity and motivation have been classified.

In recent decades, the concept of spirituality and its applications in the world and especially in the West have been of great interest. So that the arrival of such concepts as God, religion and spirituality that were considered private issues into academic research in the humanities and managed. In general, theoretical foundations in various scientific disciplines that have addressed the resurgence of spirituality based on dissatisfaction with the status quo (Joanna, 2010).

Actually, introduction of these concepts as ethics, truth, belief in God and a superior force, meaning savings in labor, altruism, and ... in the field of research and management actions and indicates the emergence of a new paradigm have business and according to many researchers. This new paradigm based on quantum physics, science, cybernetics, chaos theory, cognitive

science, western and eastern religions and rituals, and the reaction to modern mechanistic paradigm is dry, is the spiritual paradigm.

In this regard, Kennedy (2002) believes that satisfies the high demands of employees in an enterprise environment can also be searched pattern spirituality. In fact, on one hand the undeniable importance of human resources in the organization. On the other hand, given the importance of spirituality in human life, attention to spirituality in the workplace is also highlighted. According to studies to date, spirituality in the workplace is one of the emerging concepts in management literature and from the perspective of managers as source organizations that can help them in times of turbulent and chaotic, support decreased gradually.

Mitref and Denton (1999) spirituality at work trying to search and find fans in person for working life, in order to establish a strong relationship between the individual and colleagues that somehow involved in his work, also Gybnz (2001) as well as a sense of spirituality in the sense of integrity, continuity and deep appreciation of the work is known. Also in terms Marquez (2005) spirituality in the workplace means there is a sense of trust, belonging, respect and meaning in all fields for a more perfect life. Salman et al., (2011) spirituality in the workplace beliefs and values associated with goals, as well as religious beliefs are known. In general, according to Nasyna and Doris (2011) defined three main viewpoints on spirituality in the workplace can be pursued: Religious approach, introspective and existential. Spirituality in the above-mentioned approaches in order to comply with the orders of a particular religion, it is considered within the meaning savings in the workplace. Dimensions of spirituality in the workplace in Table 1 are given.

Table 1: Dimensions of spirituality in the workplace

Source	Dimension
Milliman et al., (2003)	Significant work (individual level): a deep sense of meaning and purpose in individual work, the sense of community (the group): continuity and connect with others, to comply with the values of the organization (the organization): a strong sense of harmony between personal values and corporate objectives
Pandey et al., (2009)	Coordination with, in coordination with the social and natural environment; Excellence
Karakas (2010)	Model anchors 9 Spirituality
Rego and Cunha (2008)	Common sense of team; alignment between personal and organizational values, a sense of contribution to society, feel exposed and opportunities for inner life
Ashmos and Duchon (2000)	- The individual level include: at work, inner life, personal responsibility, positive connections with other people, thinking and reflection, the group includes: integration business unit, business unit positive values; organizational levels: organizational values, people and organization

In general, the machines, the complexities of life lead to a lack of balance and imbalance for employees on course to achieve the goals. As a result, spiritual and psychological pressures in the workplace. Alvani et al., (2013) based on the model developed based on religious principles are expressed human resources to improve productivity that organizations should act to develop a culture of moderation in the organization. The model presented in this study is one of the aspects of human resources, balancing spirituality and researchers noted consider culture of moderation. Jamshidi and Ghahfarokhi (2013) in a study to examine the relationship between organizational spirituality and labor productivity measure based on the results obtained positive correlation between spirituality and productive members of society was approved. In fact, spirituality in the workplace can provide productivity benefits for enterprises, including the promotion of human resources organization and thus facilitate the achievement of goals. Osman - Ghani (2013) the influence of religion and spirituality study aimed to evaluate the performance of employees in multicultural organizations and several religious piety and spirituality on positive and significant relationship have focused on employee performance.

Also in accordance with the vision of Karakas (2010) as well as spirituality in the workplace leads to several advantages such as improved staff attitudes job and thereby also the performance, profitability and organizational effectiveness and influence. Based on the view of Ahmadi et al., (2014) spirituality in the workplace is having a significant relationship with organizational citizenship behavior. In fact, in contrast to the concepts of spirituality in the workplace such as organizational cynicism by creating favorable working conditions can improve the underlying performance of the underlying obligation and employee productivity.

Leadership style can be used as a factor for direct and indirect impact on organizational efficiency and employee productivity in organizations. In fact, the *raison d'être* and responsibilities of managers in organizations can play a role of leadership in order to achieve better resource efficiency and human resources, particularly. As the transformational leadership through communication and navigation - support for the establishment of relations between the abilities of employees with futuristic goals,

as well as provide the context necessary to strengthen performance.

Also Vincent - Hooper et al., (2012) in another study, the significant impact of transformational leadership on career success have confirmed. On the other hand the theory of multifactor productivity and systematic model selection and development of human resources in the organization (Manabams), the most important factor that can increase productivity requirements for organizations providing human resources, transformative leaders, successful and effective organization. In this regard, (Ralph & Masi, 2000), in their study stated those transformational leadership behaviors can lead to high levels of productivity. House et al., 1988 in review studies on the relationship between transformational leadership and performance has underlined. In fact, transformational leaders tend to empower and motivate subordinates to influence their commitment in achieving their objectives (Ralph & Masi, 2000). Also according to Joanna (2010) can be said that transformational leadership is associated with higher levels of needs and focused on inspiring involvement because of the importance of intellectual stimulation transformational leadership. It can be based on this idea with the idea of trying to integrate rationality and soul in spiritual leadership and transformational leadership through the descriptors compatible inspire linked with spiritual leadership.

In general, there is no doubt that fundamental changes in the workplace are forming and spirituality will be one of the key issues. Slowly the small environment of economic and social organizations soon becomes an environment for spiritual growth. If viewed from this perspective led to dramatic changes in the method of measuring the effectiveness of leadership occurred.

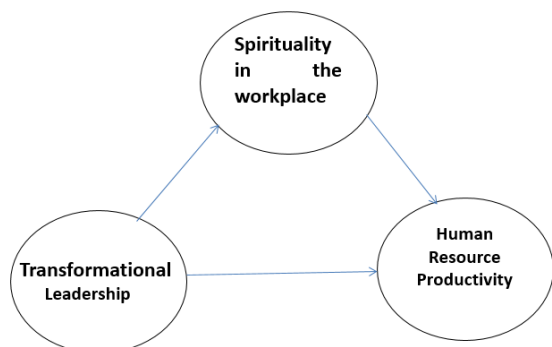


Figure 1. The conceptual model

Mac et al., (2011) also aims to investigate the relationship of spirituality in the workplace, transformational leadership and employee welfare on the role of spirituality in the workplace mediator in the relationship between transformational leadership and employee well-being have emphasis. Karacas (2010) In moments of spirituality based model, multidimensional model of leadership styles and values individual differences as a new compass provided leadership in the 21st century which can provide useful insights for managers and practitioners in the field

of leadership with regard to the concept of spirituality in the workplace. Also in accordance with the Farhangi et al., (2009) the integration of spirituality and leadership in turbulent conditions stable source of meaning in the work environment provided for the creation and ongoing and the need for unity among spirituality, business leadership is an inevitable consequence of chaotic era and now leaders must respond to questions related to meaning. The leader inspires people to grasp the complexities of working capacity increase and inspiring vision. Ghadi et al., (2013) also on the positive role of transformational leadership have focused on the creation of meaning in the work of follower. Based on the conceptual model those previous research findings of the analysis and combination of models used in the research literature, (Figure 1) that the hypotheses of the study below are given.

3 Research Methodology

Hypotheses of the research are as follows:

- I. There is a significant relationship between transformational leadership and productivity of human resources.
- II. There is a significant relationship between spirituality in the workplace and productivity of human resources.
- III. There is a significant relationship between transformational leadership and spirituality at work.
- IV. Spirituality in the workplace in the relationship between transformational leadership and productivity of human resources plays a mediating role.

The purpose of the research and study in term of the nature is descriptive and survey. In order to collect information related to the theoretical foundations of library and to gather data to test the hypothesis-standardized questionnaire was used. The transformational leadership model to measure Besvavlio (1997), to measure spirituality in the workplace questionnaire Milliman et al., (2003) and to measure the efficiency of human resources of models Hersey and Goldsmith (1980) is used.

In this study, Cronbach's alpha was used to determine the reliability of the test. Moreover, its value is obtained for all questionnaires 0.96. Also in this study, the experts confirmed using Content validity. The population of this study includes employees of National Iranian Oil Products Distribution and in order to collect research data using simple random sampling of 195 people chosen as sample and collected data using SPSS 16 and Amos 18 software and using structural equation modeling approach were analyzed.

3.1 Testing hypotheses

To test the hypothesis in this study, structural equation modeling approach was used. Therefore, you must model overall indicators related to test research hypotheses examined and then ensure proper fitting indicators necessary to test hypotheses. The results in Table 2 indicate good indicator of overall fitness and overall fit indices and it could be well supported by data from the model.

Table 2: Overall indicators structural equation models

	CMIN/ DF	P	GFI	CFI	RMR	RMSEA	PCLOSE
Acceptable value	$0 < X < 3$	$X > 5$	$X > 0.9$	$X > 0.9$	$X < 8$	$X < 8$	$X > 5$
The first hypothesis model	1.59	0.085	0.96	0.98	0.027	0.064	0.295
The second hypothesis model	1.21	0.186	0.94	0.98	0.037	0.038	0.65
The third hypothesis model	0.842	0.745	0.961	1.000	0.045	0.000	0.974
The fourth hypothesis model	1.74	0.061	0.903	0.951	0.043	0.072	0.051

After reviewing and confirming the overall fit of the model in terms of indicators, action research is to test hypotheses. To test the hypothesis that a significant part of the index P used must ensure that the level 0.95 is less than 0.05. According to Table 3, according to the partial value of p to three first hypothesis is less

than five percent ninety-five percent confidence level, it can be argued that a significant relationship between transformational leadership and human resource efficiency and spirituality in the workplace as well as spirituality in the workplace and the productivity of human resources has been approved.

Table 3: The results of the first to third research hypothesis

Hypothesis	Hypothesis	Impact factor	P	Result
First	Transformational leadership ← Spirituality in the workplace	0.67	***	Confirmed
Second	Spirituality in the workplace ← Productivity of human resources	0.88	***	Confirmed
Third	Productivity of human resources ← Transformational leadership	0.86	0.03	Confirmed

The fourth hypothesis to examine the mediating role of spirituality in the workplace in the relationship between transformational leadership and human resources was carried efficiency. Baron and Kenny logic for this purpose has been used. The Baron and Kenny take on the role of the following three conditions must be met through a variable: independent variables have a significant effect on the mediator (path A), it have a significant effect on the dependent variable mediator (path B) and if A and B are controlled by the significant relationships between independent variables already there was not significant and dependent on others. In fact, in this method, without the presence of the mediator investigate the relationship between the independent variable dependent and significant action if it can examine the role of mediator.

However, if the independent variable and because of the mediating role of mediator to be a significant variable related to verification and the independent variable significantly associated with the presence of the mediator through the mediation of minor and in the absence of significant independent variable associated with the presence of the mediator will be faced with a complete mediation. The first method presented in the paper Baron and Kenny in 1986 and quickly became the most common test method was a significant mediator in the humanities. Baron and Kenny article has been cited more than 46,000 times (Ghadi, et al., 2013).

Table 4: Test result mediator (fourth hypothesis)

The fourth hypothesis routes	Impact factor	P
Transformational leadership ← spirituality in the workplace	0.70	***
Spirituality in the workplace ← productivity of human resources	0.78	***
productivity of human resources ← transformational leadership	0.21	0.300

According to Table 4 and decision logic Baron and Kenny due to the significant relationship between the independent variable and the mediator's transformational leadership and spirituality in the workplace and significant relationship with the dependent variable, productivity mediator of human resources on the one hand and no significant relationship between the independent variable on the dependent variable can be claimed. The intermediary role of spirituality in the workplace entirely in the relationship between transformational leadership and human resource efficiency.

4 Conclusion

The aim of this study was to investigate the relation between transformational leadership and productivity of human resources given the role of spirituality in the workplace by the National Iranian Oil Products Distribution. The results suggest it is that transformational leadership and productivity of human resources in the study had significant relationship and on this basis we can say. Once again, the primary responsibility of managers in taking leadership roles in order to provide the necessary conditions for improving the productivity of resources and especially human resources organization as the most important resources and capital has been emphasized. In fact, transformational leaders capable of creating the necessary conditions for the promotion of employee productivity through relationships between staff capabilities with future-oriented goals, directional communication - supporting and conveying a sense of confidence in them. In this context, improves attitudes in the organization. Moreover, increase their desire to extra-role behaviors can also result and antecedents transformational leadership and productivity of human resources, he said. In fact,

transformational leadership with high probability increase productivity platform.

In fact, employees with sense of personal achievement and organizational success and participation in order to achieve performance results will be committed to higher productivity. In accordance with the results of testing indicate no significant relationship transformational leadership and spirituality in the workplace also been approved and the importance of leadership in an atmosphere filled with spirituality has been reaffirmed in the organization. In this context, and based on the results, it can be stated transformational leadership in organizations that create an atmosphere where employees the opportunity to do meaningful work and a sense of integrity of organizational and human values have been effected and in this regard than the traditional style based on interaction style can be significantly more effective in this area. This is likely to feature in the constituent components of transformational leadership on organizational climate, which could pave the way to support the spiritual needs of health care organizations. The results of the study confirmed the significant relationship of spirituality in the workplace and the productivity of human resources and role of Spirituality in the workplace and approved intermediary in the relationship between transformational leadership and human resource efficiency.

Neck, C., & Milliman (1994) as well as attitudes and values based on spirituality not only in the personal lives of employees but also affect their job performance. In fact, to satisfy the spiritual needs of employees in the organization, a more positive attitude toward work and their commitment towards improving the performance goals can be promoted. In other words, human affinity and organizational values and the opportunity to do

meaningful work could eventually create conditions provide fields that serve employees wholeheartedly work and organization and most likely your work done with higher efficiency and on track to meet performance goals set to show more effort than before. Organizations with higher spirituality to make way for the further integration of individual self and professional self-involved in the organization and individual employees in the workplace is integrated with the totality. Naturally, by comparing this case with a condition the person has no opportunity do something meaningful sense of continuity in the organizations something great. There is doubt in human and organizational values can be learned more about the role and the importance of spirituality in the workplace as an important element to improve performance and realized productivity of human resources and the importance of the results of testing this hypothesis ... reflect the research. This research relevant to the investigation undertaken in this context the importance of National Iranian Oil Products Distribution spirituality in the workplace and increase employees' sense of integrity, opportunity to work with the meaning and value of human organization as important factors in improving productivity and human resource performance has stressed than before.

In fact spirituality through different mechanisms can also improve the underlying performance and efficiency of human resources organization. Finally, it can be stated that in addition to positively influence transformational leadership in creating the conditions for improving the efficiency of human resources, it will be necessary context for performance enhancement and productivity of human resources through the promotion of spirituality in the workplace provide more. In fact, leadership, inspiration and motivation to the people work at a higher level and expand the interests of their ability achieve the goals and mission of the organization's staff. On the other hand are able to gain insight induction followers and their beliefs and values shared their spiritual influence and thereby facilitate the achievement of the objectives and desired outcomes.

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