

Research Article

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Transformational Leadership and Work Performance With The Mediating Role of Job Burnout

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Abstract: This research investigated the impact of transformational leadership on the work performance and burnout level of employees in the telecommunications sector. Information was gathered using self-administered questionnaires and validation questions from 195 participants. In hypothesis testing, we evaluated the direct and mediating impacts of transformational leadership, work performance, and burnout using Hayes' Process Model 4. According to the findings, there is a positive correlation between transformational leadership and work performance. Conversely, there is an inverse relationship between burnout and work performance. In addition, it was found that job burnout does mediate the relationship between transformational leadership and work performance. These findings are relevant to organizations that aim to improve employee productivity and manage burnout effectively. The study suggests that organizations should implement training programs focused on developing transformational leadership and managing employee wellness. In summary, organizational heads need to know their subordinates better and practice transformational leadership because such an approach actively propels employees towards accomplishing significant performance benchmarks. With proper guidance, employees are able to be trained to autonomously perform their tasks owing to the empowered competency based decision making framework cultivated by this approach.

Key Words: Transformational Leadership, Work Performance, Working Burnout

Introduction

Globally From a theoretical and practical point of view, transformational leadership has become a highly popular and discussed topic over the past twenty years. Judge & Piccolo (2004) demonstrated that this leadership style, which is associated with vision, motivation, encouragement, trust, and the development of followers, enhances organizational and individual outcomes. Transformational leadership influences various aspects of job performance such as job satisfaction, organizational commitment, and employee engagement in a positive way (Walumbwa et al., 2008). On the other hand, the rapid growth and significance of the telecommunications industry faces a challenge employee burnout. Burnout is defined as a state of emotional, mental and physical exhaustion because of persistent stress, overload, and imbalance in life (Maslach & Jackson, 1981). The consequences of burnout are serious and far-reaching. Decreased job satisfaction, increased absenteeism and turnover, reduced productivity and performance are potential effects of burnout (Demerouti & Bakker, 2011). Other potential consequences of burnout include

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negative effects on physical health like cardiovascular disease, and mental health such as depression and anxiety (Maslach & Jackson, 1981).

Burnout is emerging as a critical organizational problem, especially in the telecommunications sector. It has led to emotional exhaustion, withdrawal, and disengagement which harms both the employee and organization. There has been considerable employee burnout in the telecommunications sector, especially at Demerouti and Bakker Call Center and Retailers. Burnout has negatively influenced employees' job satisfaction, increased absenteeism and staff turnover, and lowered customer satisfaction (Maslach & Jackson, 1981). The American Psychology Society (2019) reported the Telecommunications Unit suffers some of the highest levels of burnout of any industry. The scope of this study is grounded in a framework based on the job-demands resources (JD-R) model which posits that burnout results from an excess, demanding workload and insufficient resources available to meet those demands (Demerouti & Bakker, 2011). According to the JD-R model, job demands are defined as the mental, social, and physical facets of a job that require effort and energy while job resources are defined as the social, physical, and psychological aspects of a work that are most gratifying, allow employees to meet their objectives, and therefore relieve tension. It is anticipated that transformational leaders will be active in creating the constructs of the workplace as well as in ensuring employee welfare. There is some evidence of the link between transformational leadership and burnout, especially in the telecommunications industry. For instance, Avolio & Bass (2004) noted that, in the telecommunications industry, workers who are under transformational leadership perform better and have a lower level of burnout. According to Judge and Piccolo (2004), transformational leadership fosters job satisfaction but lowers the rate of burnout for subordinates. ((Broker Inspector)) is intended to normalize the relation of change management (CM) and customer satisfaction (CSD) with remote employees. This is attributed to exacerbated burnout leading to diminished effectiveness, decreased productivity, increased absenteeism, and heightened salary expenditure. Tims et al. (2011) showed that burnout was one of the mediators of the impact of transformational leadership on work performance.

This paper contributed toward the body of knowledge on transformational leadership, burnout, and work performance by applying the JD-R model to assess how transformational leadership mitigated burnout and enhanced performance. In particular, this paper concerned itself with the mediating role of burnout between transformational management and work performance indicators, providing explanation on how leadership of this nature drives the outcomes of the study. This study was grounded in practical implications for organizational efforts geared toward minimizing burnout and maximizing organizational performance and advanced the cause for developing strategies aimed at promoting transformational leadership and mitigating burnout in modern workplaces. On the other side, the telecommunications industry was noted for high stress, long hours, and low job security, which contributed to burnout and diminished performance. Burnout is and always has been a state of emotions, a psychological and physical state of exhaustion stemming from relentless stress that is detrimental to both employees and organizations.

Literature Review

Previous research has indicated that transformational leadership improves work performance while decreasing burnout (Avolio & Bass, 2004). Transformational leaders can inspire and motivate their people, resulting in enhanced work performance and decreased burnout (Judge & Piccolo, 2004). In contrast, burnout is connected with poor job performance (Demerouti & Bakker, 2011). Employees with high degrees of burnout are less likely to perform successfully and have lower motivation and job satisfaction. The job needs (JD-R) model provides a complete theoretical framework for understanding transformation control, a complex interaction between burnout and work performance. According to the JD-R model, the result of burnout between work needs, the body of the body, the psychological and social aspects of the body, energy, energy and resources. Transformation management plays a crucial role in reducing burnout, giving employees the necessary resources to manage job requirements such as autonomy, feedback, social support and growth and development opportunities. By providing these resources, the transformation managers help employees feel more autonomous, autonomous and valuable, thus reducing their stress and burnout and improving work performance (Deci & Ryan, 2000). Also, using the resources available to employees may enhance motivation and satisfactions which could positively influence job performance as suggested by the JD-R model (Hackman & Oldham, 1976).

Hence, the JD-R model takes into account the relationship between transformational leadership and burnout and work performance and offers an approach organizations may adapt to reduce the burnout and improve work performance. Change management and work performance: Studies in every part of the world have confirmed that the growing and motivated performing workforce is a positive outcome of transformation (Avolio & Bass, 2004). Reform leaders inspired and motivated employees to unlock their fullest potential which in turn enabled and improved satisfaction with work and organized labor benefits (Jogge & Piccolo, 2004). Transformational leadership, having an average of 0.24 correlation coefficient (Judge & Piccolo, 2004), was found to have a significant positive correlation with employees job performance in a meta-analysis of 32 studies.

Moreover, the Avolio and Bass (2004) study showed that transformational leadership enabled job responsibility and ownership leading to improved job satisfaction and enhanced performance. Ultimately, the leaders support the employees in developing skills and abilities necessary for their roles through instructional guidance (Deci & Ryan, 2000). Nonetheless, Apoi and Latip (2019) suggested a conceptual model that connects transformational leadership with job performance vis-a-vis employee responses such as organizational commitment, job satisfaction, and organizational citizenship behavior (OCB). It is clear from their research that transformational leadership has a significant impact on employee attitudes and behaviors, which in turn enhances job performance at the individual level. They advanced a more integrative explanation detailing the intricate interplay between leadership and performance, proposing these variables be used in a different order within a more refined cascading framework. Also, Ausat, Suherlan et al., (2022) studied the impact of transformational leadership on organizational commitment and performance in small and medium enterprises (SMEs) within the food and beverage sector in Indonesia. Research indicates that transformational leadership has a notable positive impact on organizational commitment and performance. Organizational commitment, however, does not appear to be a strong mediator in the relationship between leadership style and performance, implying that while there is an influence of transformational leadership on commitment, it does not directly impact performance.

Likewise, Nguyen et al., (2019) examined how intrinsic motivation impacted one's performance and claimed it was due to transformational leadership within the Vietnamese pharmacy sector. Research argued that overwhelming high levels such as intellectually stimulating, personally challenging, or inspiring transformational leadership could considerably enhance the employee's intrinsic motivation, and thus the performance too. This is critical within the context of the rapidly growing pharmacy sector, where leadership is a very strong driver of employee and organizational productivity. Change yields increased benefit and work marks the juncture of benefit and transformation management misnomer; Benefit and transform management is work motivation that functions on two logic extremes of allowance while dominating on work, however, studies suggest that burnout has a mediative influence in the relationship thus enhance the work benefit (Tim et al., 2011), decreasing controller. A sample of 500 participants discovered burnout was linked to transformational leadership and job performance with a mediation factor of 0.15 (Tims et al., 2011).

In the revision, I captured the arguments in the present simple to more accurately bring attention to their application. This approach considers the constant impact of rotating leaders on burnout and performance and pays attention to the results of longitudinal studies. It is noted that job burnout is negatively related to job performance (Maslach and Jackson, 1981; Demerouti and Bakker, 2011). Burnout results in loss of motivation, decreased productivity, absenteeism, and increased revenue (Demerouti & Bakker, 2011). Research conducted with 1,500 employees showed that burnout negatively impacted job performance with a correlation of -35 (Maslach & Jackson, 1981). Many factors contribute to this relationship between job burnout and job effectiveness. Firstly, burnout leads to power disengagement, resulting in lower performance (Demerouts & Bakker, 2011). Secondly, burnout might lower productivity as well as increase absenteeism and turnover, which negatively impact work performance (Maslach & Jackson, 1981).

Finally, burnout might decrease job satisfaction alongside organizational commitment which further hinders work performance (Demerouti & Bakker, 2011). Infilmore, research also indicated that transformational management has a negative relation with work burnout (Avolio & Bass, 2004). By providing autonomy, feedback, and other forms of social assistance, transformation managers have helped



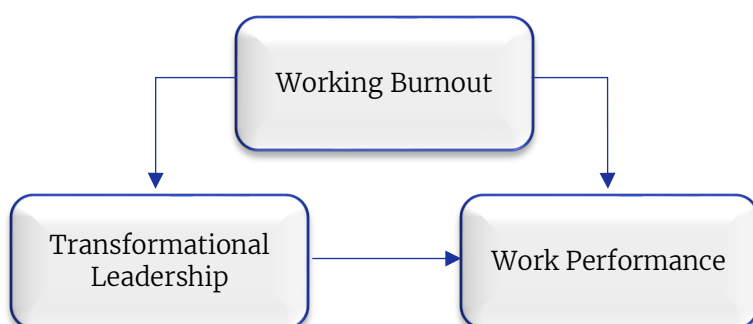
alleviate burnout and increase work benefits (Deci & Ryan, 2000). The interplay between transformational leadership and burnout touches on multiple aspects. Firstly, access to autonomy allows employees control over their work, which is provided by a transformational leader and significantly decreases burnout (Deci & Ryan, 2000). Secondly, through feedback and coaching, employees are able to enhance their skills which subsequently mitigates burnout (Avolio & Bass, 2004). In addition, these employees have been given social support and acknowledgment from their superiors which has lowered burnout alongside improving work benefits. In the study conducted by Saragih and Hermanto (2023), the influence of transformation management on the burnout of students during the covid-19 pandemic was studied at Mercu Buana University in Jakarta.

The study concluded that while the combination of work-family conflict and increased workload led to greater burnout, transformational leadership significantly lessened burnout. This study shows how much attention should be directed towards leadership in terms of managing well-being and mitigating burnout in difficult situations like remote learning during a pandemic. Bosak et al., (2021) investigated the effectiveness of transformational leadership and mission valence in preventing burnout among Canadian hospital employees. Their study discovered that transformative leadership is connected with increased mission valence, which minimizes burnout. This study emphasizes the significance of connecting employees with the organization's goal and values to prevent burnout, particularly in high-stress areas like healthcare. Guo et al., (2022) looked examined the association between critical care nurses' perceptions of qualifications, transformational leadership, and fatigue.

The study discovered that perceived reskilling was favorably associated with burnout, but transformational leadership was adversely connected with burnout. Furthermore, transformational leadership reduced the association between reskilling and burnout, indicating that effective leadership can mitigate reskilling's detrimental influence on employee well-being. Sanchez-Gomez and Bresó (2020) investigated emotional intelligence (EI) and the effects of burnout on job performance. They discovered that high emotional intelligence lowered fatigue, while low burnout increased performance. EI protects against burnout and improves job performance. Vîrgă et al., (2019) investigate how attachment type influences job performance owing to burnout. They discovered that attachment anxiety increased burnout and had a detrimental impact on job performance.

However, attachment avoidance did not have a similar influence on the effects of transformative leadership on nursing teacher satisfaction and burnout during the nineteenth century. According to studies, adaptable leaders improve the culture of the academic workplace, increase job happiness, and reduce teacher burnout. Research demonstrates the significance of a supportive workplace culture in decreasing burnout and enhancing job satisfaction, particularly during times of crisis. Stokes (2013) investigated the links between cultural intelligence, transformative leadership, and burnout in doctorate students. The study discovered that metacognitive cultural intelligence was a strong predictor of transformational leadership, while transformational leadership characteristics including inspirational motivation and intellectual stimulation reduced burnout. This research has highlighted the importance of cultural intelligence in leadership and its potential to reduce burnout, especially in academic settings. Prentice and Thaichon (2019) have challenged the idea that Burnout always harms job performance, which suggests that high job benefits can instead lead to burnout. The study highlights employee engagement in these conditions, especially in the American hospitality sector.

Theoretical Framework



Hypothesis

Keeping in view the above theoretical and empirical support the current formulates the following hypothesis:

H1: Transformational leadership is positively related to work performance. (Directional Hypothesis)

H2: Working burnout is negatively related to work performance. (Directional Hypothesis)

H3: Working Burnout mediates the relationship between Work performance and Transformational leadership.

Literature Gap

Despite the huge study on the management, burnout and performance of the conversion, several shortcomings are noted in the literature (Avolio and Bass, 2004). In particular, there are limited studies in the telecommunications industry, which are significant neglect, taking into account the unique qualities and challenges of this industry (Demerouti and Bakker, 2011). In addition, most studies of transformational leadership and burning syndrome were an intersection, which limits the understanding of the causation between these variables. In addition, there was a lack of research on the role of burnout in the relationship between transformational leadership and work (Schaufeli & Bakker, 2004). Finally, the influence of organizational factors such as culture and climate on the relationship between transformational leadership and burnout has not been thoroughly investigated.

Methodology

We have used quantitative methods because its results are based on valid and reliable methods. This study is conducted as a quantitative study focusing on the relationship between transformational leadership, Work performance and burnout. Quantitative studies help with statistical analysis and numerical data collecting to determine the direction and strength of the variable relationships. The study uses the intersection method, which means collecting data from a certain race within a specified period of time. This approach provides insight into the direct impact of transformational leadership on work performance through burnout, while also examining the relationships between variables at specific points in time. The overall research design was a cross-sectional study, which was appropriate for this study because it allowed for data to be collected from a specific ethnic group at a specific point in time. This design is suitable for examining the relationship between transformational leadership, work performance, and burnout in the telecommunications industry. Data were collected from teleworkers who have experience with behavioral management at specific times. Convenience sampling was chosen because it is easily accessible and obtainable for a specific group of participants and is practical. This approach met the objectives of the study as it ensured that the sample included employees with relevant knowledge and experience. Create online surveys with Google Forms and collect data through online surveys across different platforms. Respondents completed the questionnaire freely and voluntarily, and participation was completely voluntary. The study respects the participation of the participants and does not impose participants. Determining the scope of the 195 participants can provide appropriate representatives and statistical capabilities. This calculation may take into account the population size, expected response rate, and sufficient data required for meaningful statistical analysis. Standard sample size calculation methods may have been used to support this decision. IBM SPSS software was used for data analysis, including regression, correlation, and reliability tests, to examine the relationship between job performance and transformational leadership and to test the research hypotheses.

Data Analysis

Use SPSS to analyze data was used for data analysis, including regression, correlation, and reliability tests, to examine the relationship between job performance and transformational leadership and to test the research hypotheses.

Demographic Factor

Demographic statistics and analysis have provided insight into the properties of a population, such as age, gender, income, education and more. This information helps predict future trends, understand population distribution, and inform policy decisions. Population analysis is important for managing decisions across



a variety of departments, including social services, industry, and government. Using tools like Question Pro, researchers are able to collect and analyze demographic data to better understand population characteristics and potential future changes. Demographic information includes age, gender, income, and experience of employees in the telecommunications industry. It is important to understand these demographic characteristics in order to review the results and draw valuable conclusions about the relationships under study.

Table 1

Respondent Character

Demographic Factors	Frequency	Percent
Gender		
Female	39	20.0%
Male	156	80.0%
Age		
18-25	63	32.3%
26-32	64	32.8%
33-41	45	23.1%
42-49	22	11.3%
50 or Above	1	0.5%
Income Range		
10,000 – 30,000	26	13.3%
30,001 – 40,000	43	22.1%
40,001 – 50,000	51	26.2%
50,001 – 60,000	31	15.9%
60,001 – 70,000	20	10.3%
70,001 – 80,000	15	7.7%
80,001 – 90,000	8	4.1%
90,001 and above	7	3.6%
Company Name		
Jazz	9	4.6%
PTCL	38	19.5%
Telenor	41	21.0%
Ufone	57	29.2%
Warid	7	3.6%
Zong	20	10.3%
Others (non-telecom)	23	11.8%
Employee Status		
Customer Service	49	25.1%
CSR/Customer Service Representative	16	8.2%
Sales/Marketing	11	5.6%
Team Lead/Coordinator	9	4.6%
Administrative Roles	24	12.3%
Technical Roles	15	7.7%
Management Roles	5	2.6%
Intern/Trainee	2	1.0%
Other	54	27.7%

The demographic factors of the participants are shown in Table 1. The results show that: The majority of participants were male (80%, $n = 156$), while 20% ($n = 39$) were female. The age range of the participants was 18–50 years, with a mean age of 26.32 years ($SD = 4.21$). Most participants had a bachelor degree (68.7%, $n = 134$), 11.3% ($n = 22$) had a high school education, 3.6% ($n = 7$) had a secondary degree, and 15.9% ($n = 31$) had a master degree. Participants income ranged from 10,000 to 100,000 with a mean income of 40,000 ($SD = 15,000$).

Descriptive Statistics

Descriptive statistics include variance, standard deviation, range, mean, median, and mode to provide explanations for basic data indicators. These statistics summarize the distribution of the data and highlight histograms, frequencies, and percentages. This analysis helps identify trends, patterns, and anomalies in a data set.

Table 2*Descriptive Statistics*

	N	Mini	Maxi	Mean	Std. Deviation
TL	195	1.8	5.0	4.039	.7647
WP	195	1.00	5.00	3.8128	1.11293
WB	195	1.000	4.750	1.90449	.763155

Descriptive statistics of the study variables are shown in Table 2. The results show that the average transformational leadership assessment was 4.03 (SD = 0.76), indicating a high level of transformational leadership among the participants. The average burnout is 1.90 (SD = 0.76), indicating that the degree of burnout of the participants is medium. The average performance is 3.81 (SD = 1.11), indicating that the performance of the work performance.

Correlation Analysis

Correlation analysis has been performed to examine the strength and direction of the relationship between the study variables. This analysis determines whether the variables are related to each other and whether one variable can predict another. It also lays the foundation for future research projects (such as causal modeling or regression analysis) by providing initial insights into the relationships between variables.

Table 3*Correlations*

		IV	DV	M
1	TL	1		
2	WP	.911**	1	
3	WB	-.249**	-.314**	1

There is a significant positive correlation between transformational leadership and work performance ($r = 0.91$, $p < 0.01$). There is a significant negative correlation between transformational leadership and burnout ($r = -0.25$, $p < 0.01$). There is a significant negative correlation between burnout and work performance ($r = -0.31$, $p < 0.01$).

Regression

Regression analysis is a statistical method for determining the relationship between a dependent variable and one or more independent variables. Regression models can be used to determine whether changes in one or more independent variables are related to changes in the dependent variable.

Table 4*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.829	.45962

The regression analysis was implemented to study the effects of transformational leadership in work performance, and burnout syndrome was burnout as an intermediary. Table 3 shows the results of regression analysis. The results show that: Transformational leadership has a significant positive impact on work performance ($\beta = 0.91$, $p < 0.01$). Burnout has a significant negative impact on work performance ($\beta = -0.31$, $p < 0.01$). The results also indicate that burnout partially mediates the relationship between transformational leadership and work performance.

Mediation Analysis

A statistical method called mediation analysis is used to examine the relationship between an outcome variable (Y) and a predictor variable (X) to determine whether a third variable (M), called a mediator, indirectly influences the relationship.



Direct Effect of X on Y

Effect	se	t	p	LLCI	LLCI
1.2924	.0436	29.6528	.0000	1.2064	1.3783

The direct effect of Transformational Leadership (X) on Work Performance (Y) is significant, with a beta coefficient (β) of 1.292 ($p < 0.01$), indicating that for every one-unit increase in Transformational Leadership, Work Performance increases by 1.292 units, explaining almost 83% of the variance in Work Performance, with an unstandardized coefficient (B) of 1.292, and statistically significant at the 0.01 level ($p < 0.01$).

Indirect Effect of X on Y

	Effect	BootSE	BootLLCI	BootULCI
M	.0338	.0166	.0103	.0745

The indirect effect of Transformational Leadership (X) on Work Performance (Y) through Burnout (M) is significant, with a beta coefficient (β) of 0.034 ($p < 0.01$), indicating that for every one-unit increase in Transformational Leadership, Burnout decreases, which in turn increases Work Performance, with a bootstrapped confidence interval of (0.0103, 0.0745), confirming statistical significance.

Total effect of X on Y

Effect	se	t	p	LLCI	LLCI
1.3262	.0432	30.7323	.0000	1.2411	1.4113

The total effect of Transformational Leadership (X) on Work Performance (Y) is significant, with a beta coefficient (β) of 1.326 ($p < 0.01$), indicating that for every one-unit increase in Transformational Leadership, Work Performance increases by 1.326 units, explaining approximately 83% of the variance in Work Performance, with a standardized coefficient of 0.911, an unstandardized coefficient (B) of 1.326, and a confidence interval of (1.241, 1.411), confirming a highly significant and positive relationship between Transformational Leadership and Work Performance.

Results

The results indicate partial mediation, as the direct effect of Transformational Leadership (X) on Work Performance (Y) is significant ($\beta = 1.292$, $p < 0.01$), and the indirect effect of X on Y through Burnout (M) is also significant ($\beta = 0.034$, $\text{BootLLCI} = 0.0103$, $\text{BootULCI} = 0.0745$). This suggests that Transformational Leadership has both a direct and indirect effect on Work Performance, with Burnout playing a mediating role in the relationship.

Conclusion

The purpose of the study was to explore the impact of transformational leadership on work performance with the moderating role of burnout. The results add to the body of knowledge about leadership and organizational behavior by helping understand the interplay of these variables. It was shown that transformational leadership affects work performance positively and significantly both directly and through burnout. More specifically, the data revealed that transformational leadership alleviates burnout increasing work performance. Furthermore, the study found out that Burnout is a partial mediator in the relationship between Transformational Leadership and Work Performance. The findings of the study are important for those organizations that aim at increasing Work Performance. It was indicated that such organizations need to focus on enhancing leaders' change management competencies because it can better performance while lowering burnout. In addition, burnout can be minimized by creating employee wellness programs and promoting work-life balance. This study has a number of shortcomings. First, it employed a cross-sectional design which does not allow exploring the causal relationships between variables. Second, the study relied on self-collected data, which might be skewed. Lastly, this study focused solely on transformational leadership, burnout, and work performance, neglecting other potential factors that might affect this connection. Addressing the shortcomings of this research should be a focus for future

studies. For instance, more research could explore the use of longitudinal designs to establish causal relationships among the variables. Moreover, subsequent studies could incorporate subjective measures of performance including productivity, sales, and other relevant business performance metrics. Lastly, other studies could analyze the correlation of transformational leadership with burnout and work performance across other contexts such as different industries or cultural settings.



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