

## The Effect Of Transformational Leadership On Political Skill With Organizational Commitment As A Moderating

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### ABSTRACT

This study aims to analyze the effect of transformational leadership on political skills with organizational commitment as a moderating variable. This study departs from the need for political parties for human resources who are not only loyal but also competent in building social influence and strategic networks. The research method applies a quantitative approach through a survey technique to 29 Tidar administrators in Sidoarjo Regency. Data processing was carried out using the Partial Least Square (PLS) method using SmartPLS 4.0 software. The research findings show that transformational leadership and organizational commitment have a positive and significant effect on political skills. However, the relationship between transformational leadership and organizational commitment does not show a significant impact on political skills. This finding confirms the significance of the role of inspiring leadership style and emotional commitment of members in shaping socio-political skills, although both do not support each other simultaneously. This study provides theoretical contributions to the development of leadership literature and interpersonal skills in political organizations, as well as practical impacts to improve the quality of leadership and loyalty of party members.

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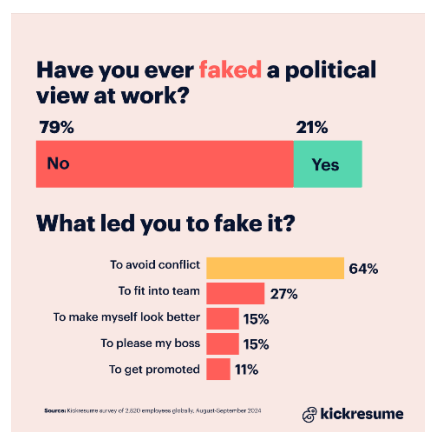
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## 1. Introduction

Amidst complex and uncertain political dynamics, political parties in Indonesia are required to have human resources who are not only loyal but also adaptive and capable of building influence and strategic networks. The success of political parties in carrying out their functions does not solely depend on ideology or organizational structure, but is largely determined by the quality of leadership and interpersonal skills of their members. According to (Jiatong et al., 2022), changes in leadership style contribute positively to member commitment and performance, especially when associated with high work engagement.

Although changes in leadership style have been shown to improve employee performance and commitment, the relationship between this leadership style and political skill an individual's ability to understand and influence social dynamics in the workplace is rarely discussed in depth. Yet, this skill is crucial in helping employees navigate complex organizational environments. A study by (Leadership & Outcomes, 2023) found that political skill positively or negatively impacts the quality of leader-employee relationships, which in turn impacts creativity and workplace well-being. However, survey data from Kickresume in 2024 showed that approximately 21% of employees admitted to feigning certain political views at work to avoid conflict or to be better accepted by coworkers.



Source: <https://www.kickresume.com/en/press/politics-at-work-survey>

Figure 1. Survey from Kickresume on millennials

A lack of understanding and attention to the development of political skills has the potential to become a serious obstacle, especially in the Indonesian workplace context, which is rife with collectivist culture, relational values, and social hierarchy. Without adequate political skills, members may struggle to build relationships, convey ideas, and build influence in the workplace. According to (Khan & Akhtar, 2018), political skills play a crucial role in increasing job satisfaction and organizational citizenship behavior, as well as reducing the desire to leave a job.

Peter M. Blau's (1964) Social Exchange Theory states that relationships between individuals in organizations are built on the principle of voluntary reciprocity. In an organizational context, individuals will exhibit positive behaviors such as loyalty, commitment, or social

skills in response to perceived fair, supportive, and meaningful treatment from their leaders. When leaders implement a transformational leadership style by providing inspiration, individual attention, and collective motivation, organizational members feel valued and empowered, which then encourages them to actively develop Political Skills. This theory also reinforces the idea that Organizational Commitment is formed from a healthy social exchange process between leaders and members. When these relationships are strong, individuals will be better able to navigate complex social situations and influence their environment strategically. Therefore, political skills are not only the result of social intelligence, but also a reflection of the quality of reciprocal relationships within a supportive leadership structure (Cropanzano & Mitchell, 2005).

This research is expected to make a significant contribution to the development of human resource management, particularly in developing strategic soft skills such as political skills. By understanding how leadership and organizational commitment interact, companies can design more effective approaches to maximize employee potential. Academically, this study adds to the literature on the dynamics of leadership, organizational commitment, and socio-political skills in the modern workplace.

## **2. Literature Review**

### **Transformational Leadership**

Transformational leadership is not just about position or power, but about how a leader can inspire and motivate those around them to grow together. Transformational leadership inspires enthusiasm, creates a shared vision, and forms meaningful relationships between leaders and followers. According to (Idris et al., 2022), transformational leaders not only drive performance but also create a work culture that encourages openness and creativity, which are crucial in complex organizational environments such as political parties. Transformational leadership is defined as a leader's ability to influence those they lead in specific ways.

Through the implementation of change management, subordinates feel valued, respected, loyal, and recognized by their leaders (Haeruddin & Togala, 2022). Key aspects of transformational leadership include a clear vision of the organization's goals and the ability to leverage intrinsic motivation to encourage members to contribute not only for personal gain but also for collective success. Inspiration serves as a driving force in this leadership, where leaders can generate enthusiasm and passion among members. Furthermore, building strong relationships and mutual trust is also a significant element in creating successful transformational leadership (Safira Khoirotunnisa & Wahyu Eko Pujianto, 2023).

### **Political Skill**

Behind the scenes of politics, the ability to read social situations and communicate effectively is key. This is what is meant by political skill, a social intelligence that enables

one to navigate power dynamics, build alliances, and influence decisions wisely. According to (Joy Chelagat et al., 2020), political skill is not merely a tool for achieving personal goals but can also be used to create collaboration and build trust within an organization. In the context of a political party like Gerindra, this ability is crucial. Members must not only be articulate but also able to read emotions, understand interests, and create strong interpersonal connections.

**Organizational Commitment**

Organizational commitment reflects the depth of a person's attachment to the place where they belong and contribute. In a political environment, this is not only about loyalty, but also a sense of belonging, as if the party's struggle is also their own. A study by (Almaududi Ausat et al., 2022) found that when leaders pay attention to members' needs, value their opinions, and provide space for growth, commitment to the organization grows naturally. This commitment is often the strength that keeps members going in difficult situations, even when political challenges arise incessantly. Organizational Commitment refers to the level of emotional attachment, loyalty, and sense of responsibility an employee feels for the organization where they work. According to (Mardiyana et al., 2019), organizational commitment can be defined as a condition in which an employee supports a particular organization with the aim and intention of maintaining their membership in that organization.

**Research Framework**

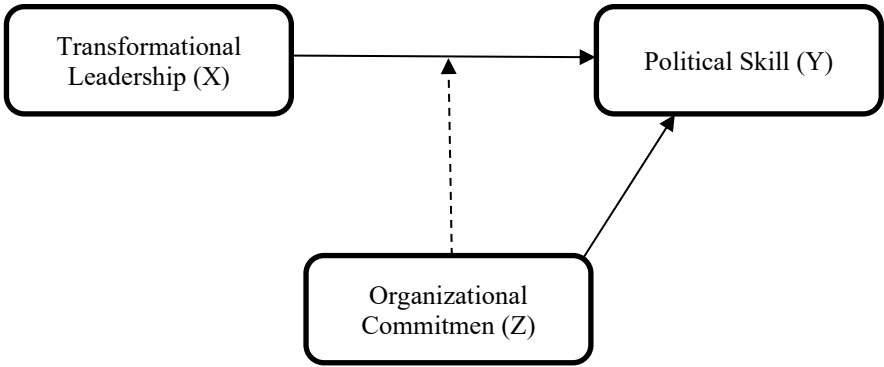


Figure 2. Research Framework

**Hypothesis**

**The Influence of Organizational Commitment on Political Skill**

This study shows that political skills develop more optimally in work environments with a high level of organizational commitment. Commitment increases interpersonal engagement, strengthens a sense of belonging, and increases employees' tendency to utilize social intelligence strategically. (Joy Chelagat et al., 2020) Although the primary focus is on political skills' impact on work outcomes, this study notes that political skills develop more in individuals with a high level of commitment to their organization, as it creates a sense of

responsibility that strengthens interpersonal motivation and political awareness (Khan & Akhtar, 2018).

H1: Organizational commitment has a positive effect on political skill.

### **Organizational Commitment Does Not Strengthen the Influence of Transformational Leadership on Political Skill**

Organizational commitment serves as a psychological foundation that motivates individuals to participate more proactively and adaptively in the work environment (Claristia & Etikariena, 2024). In line with Riwukore et al. (2023), when an employee demonstrates a substantial level of commitment, they tend to be more receptive and responsive to the affirmative impact of transformational leadership. In this context, transformational leadership provides inspiration, motivation, and support that shape strategic and interpersonal behaviors typical of political skill. Thus, organizational commitment does not merely act as a passive attitude but also becomes a catalyst that strengthens the positive impact of leadership on individual political skills (Humala, 2014).

H2: Organizational commitment does not strengthen the influence of transformational leadership on political skills. The higher an individual's organizational commitment, the less positive influence transformational leadership has on political skill development.

### **The Influence of Transformational Leadership on Political Skills**

The concept of transformational leadership fundamentally emphasizes strengthening motivation, cultivating collective consciousness, and advancing individual capabilities within an organizational context (Putri, 2024). Transformational leaders not only influence their members through vision and inspiration but also shape proactive, collaborative, and adaptive behavior in each individual on the team (Sengkey & Sito Meiyanto, 2018). In the dynamic and competitive context of modern organizations, political skills are crucial for employees to interact effectively, build networks, and influence decision-making processes (Steinmann et al., 2018). People with political skills are typically able to recognize the needs and motivations of others and strategically adjust their behavior to achieve common goals without causing conflict (Christie & Tippmann, 2024). They are known as skilled organizational actors in the practice of *quid pro quo*, a mutually beneficial exchange, while remaining within ethical boundaries and the interests of the organization (Bouzzine et al., 2024). Thus, transformational leadership can create a climate conducive to the development of political skills through empowerment, trust, and increased interpersonal capacity.

H3: Transformational leadership has a positive influence on political skill.

## **3. Research Method**

This research method is quantitative, namely research that obtains data in the form of numbers and analysis using statistics. In this study, the population obtained was several Tidar administrators in Sidoarjo Regency, 50 members with a returned sample of 29 people.

According to (Candra Susanto et al., 2024) samples are crucial elements that directly influence the representation and generalization of research results. To have a high level of confidence in applying research findings to a wider population, an adequate number of samples is required. In this study, researchers collected 29 samples. The sampling method used was purposive sampling, namely sampling based on research objectives with specific criteria.

#### 4. Results and Discussion

Transformational leadership not only inspires but also shapes employees' political acumen. However, the extent of its impact depends on one thing: commitment. When employees truly love their organization, visionary leadership transforms into wise political skills. This research aims to uncover how loyalty is the key to strengthening or weakening such relationships.

##### Respondent Description

Table 1. Based on Occupation

No	Work	Total	Presentase
1	Private Worker	16	59,3%
2	SELF-EMPLOYED	7	25,9%
3	Unknown	4	14,8%

Source: Smart PLS, 2025

Table 1 shows the number of private employees, 16 people, and self-employed, 7 people, in the Tidar Management of Sidoarjo Regency.

Table 2. Based on Age

No	Age	Total	Presentase
1	20	4	14,3%
2	21	9	31,2%
3	22	5	17,9%
4	23	5	17,9%
5	24	1	3,6%
6	25	1	3,6%
7	27	1	3,6%
8	Over 30	1	3,6%

Source: Smart PLS, 2025

Table 1 shows the number of private employees, 16 people, and self-employed, 7 people, in the Tidar Management of Sidoarjo Regency.

## External Measurement Model

### Convergen Validity

To test Convergent Validity, the values of external factors, or outer loadings, are used. An indicator is considered to meet Convergent Validity in the good category if the outer loading value for each indicator is  $>0.7$ . The following are the outer loading values for each indicator in the research variables:

Table 3. Output Outer Loading

Variable	Item	Outer Loading
Transformational leadership (TL)	My leader provides constructive guidance regarding work.	0.721
	My leader prepares a structured and clear work plan.	0.737
	My leader provides skills development opportunities for team members.	0.816
	My leader gives appreciation for the creative ideas of his subordinates.	0.788
	My leader is open to input and opinions from subordinates.	0.819
	My leader encourages subordinates to take initiative in decision making.	0.842
	My leader always provides clear explanations of tasks or decisions.	0.707
	I respect the leader because of his professional way of working.	0.874
	My leader is a good role model in working	0.882
Political Skill (PS)	I enjoy getting to know new people in a professional environment.	0.825
	My connections often help me get things done.	0.735
	I actively build relationships with a variety of people at work.	0.800
	Good relationships with my coworkers develop naturally in my daily life.	0.856
	I can make people feel comfortable interacting with me.	0.769
	I easily get along and feel comfortable talking to new coworkers.	0.713
	I know how to adjust my attitude when interacting with different people.	0.705

Organizational Commitment (OC)	I am quite sensitive to the feelings and needs of others at work.	0.755
	What I say usually aligns with what I feel.	0.818
	Honesty and sincerity are my top priorities at work.	0.731
	I am genuinely interested in listening to my coworkers' stories.	0.792
	I can sense what my coworkers really want or think.	0.792
	I feel deeply indebted to my organization.	0.733
	I would not leave my organization now because I have a sense of obligation to the people in it.	0.829
	This organization deserves my loyalty.	0.808
	I would feel guilty if I left my organization now.	0.834
	Although there are benefits for me, I feel it would be unethical to leave my organization now.	0.801
	I feel that I have too few other options if I consider leaving this organization.	0.809
	I feel like part of a family in my organization.	0.844
	I feel emotionally attached to this organization.	0.707
	I feel a strong bond with my organization.	0.875

Source: SmartPLS 4.0, 2025

Based on table 3, it can be seen that the results of each item representing the indicator have met the criteria, where these items have an outer loading value  $> 0.7$ . Uji Reliabilitas (Cronbach's Alpha)

Nilai Cronbach's Alpha untuk masing-masing Variable telah  $> 0,7$  sehingga Variable dianggap reliabel.

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Criteria
Transformational leadership (TL)	0,929	$> 0,7$
Political Skill (PS)	0,939	$> 0,7$
Organizational Commitment (OC)	0,932	$> 0,7$

Source: SmartPLS 4.0, 2025



Based on Table 4, the Cronbach's Alpha value for the Transformational Leadership variable is 0.929, Political Skill is 0.939, and Organizational Commitment is 0.932. This indicates that each variable has a Cronbach's Alpha value  $> 0.7$ . These results indicate that each has met the Cronbach's Alpha standard.

### Structural Model Evaluation (Inner Model)

After the estimated model meets the discriminant validity criteria, the structural model (inner model) is tested using R-square (R<sup>2</sup>) for each endogenous latent variable as an indicator of the structural model's predictive power. The higher the R<sup>2</sup>, the better the predictive quality of the proposed model. An R-square value of 0.70 indicates high strength, a value of 0.50 indicates a moderate model, and a value of 0.25 is interpreted as a weak model.

Table 5. R-Square and Adjusted R-Square Values

Variable	R-square	R-square adjusted
Political Skill (PS)	0,834	0,814

Source: SmartPLS 4.0, 2025

Based on the model criteria in Table 5, the R-square (R<sup>2</sup>) value in the Table indicates that each structural model (inner model) in this study is included in the “moderate” category. This shows that all variables involved in the model are able to explain Variable Y by 0.834 or 83.4% with the remaining 16.6% explained by other variables outside the model.

### Hypothesis Testing

Hypothesis testing is conducted by comparing the calculated t with the Table. The comparison of the calculated t with the tTable is used to determine whether there is an influence of the Variable. The calculated t value is obtained from the results of bootstrapping with Smart PLS Software. Bootstrapping testing also aims to minimize the problem of abnormality of the researcher's data. Based on Smart PLS that has been carried out by the researcher, the results obtained are used to answer the hypothesis in this study. Hypothesis testing in this study is conducted by looking at the t-statistics and P-Values. This research hypothesis is declared significant if the P-Values  $< 0.05$ . The following are the results of the hypothesis test obtained through the inner model:

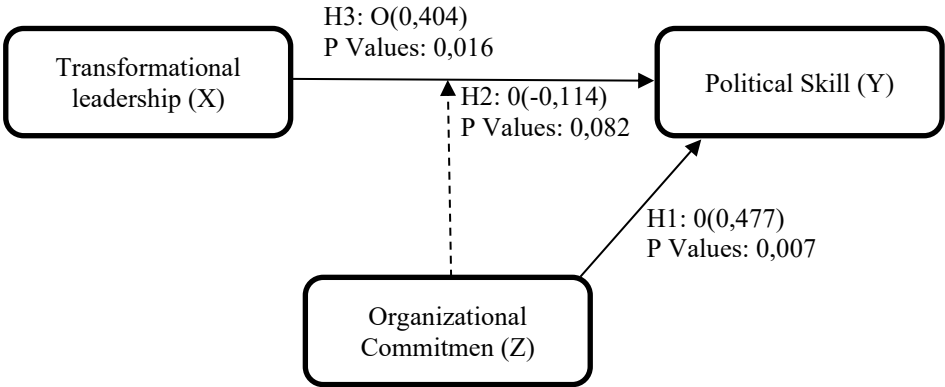
Table 6. Inner Model

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDE)	P Values
OC -> PS	0.477	0.452	0.196	2.437	0.007
OC x TL -> PS	-0.114	-0.100	0.082	1.390	0.082
TL -> PS	0.404	0.440	0.188	2.149	0.016

Source: SmartPLS 4.0, 2025

Based on the analysis, it was found that organizational commitment has a positive effect on political skill, as indicated by a P-value of 0.007, which is less than 0.05. This indicates that

the hypothesis stating a significant effect can be accepted. Furthermore, the simultaneous effect of organizational commitment and transformational leadership on political skill showed no significant results, with a P-value of 0.082, which is greater than 0.05. Therefore, the hypothesis proposed in this context cannot be accepted or is considered statistically insignificant. Meanwhile, transformational leadership individually showed a positive and significant effect on political skill, as evidenced by a P-value of 0.016, which is less than 0.05. Therefore, the hypothesis in this case can be accepted.



Source: SmartPLS 4.0, 2025

Figure 3. Path Coefficients Results

### 5. Discussion

#### The Influence of Organizational Commitment on Political Skill

Based on the results of the hypothesis testing, it shows that Organizational Commitment has a significant influence on Political Skill with a p-value of 0.007 ( $<0.05$ ). This finding is in line with a study by (Almaududi Ausat et al., 2022), which states that organizational commitment strengthens employee engagement in the work environment and triggers their interpersonal skills, including in building relationships and social influence in the organization. Emotional commitment and loyalty to the organization create an intrinsic drive for members to demonstrate socio-political intelligence in work interactions. Research by (Shao et al., 2022) also confirms that affective commitment plays a role in increasing employee work motivation and strategic behavior, which is the basis for developing Political Skill. In the complex context of political parties, individuals with high organizational commitment tend to be more proactive, communicative, and adaptive to social dynamics, thus having greater skills in building networks and influencing colleagues.

#### The Influence of Organizational Commitment and Transformational Leadership on Political Skills

Other findings show that Transformational leadership also has a significant effect on Political Skill with a p-value of 0.016 ( $<0.05$ ). This indicates that inspiring, visionary, and supportive leaders are able to create a work environment that supports the development of

socio-political intelligence of their members. (Idris et al., 2022) found that transformational leadership increases openness and collaboration within the organization, which is the foundation for the development of Political Skill, especially in organizations that emphasize teamwork and informal influence. In addition, research by (Jiatong et al., 2022) states that transformational leadership directly influences increased employee engagement and affection towards the organization, which ultimately supports them in developing interpersonal skills and broader social networks, key components of Political Skill.

### **The Influence of Transformational Leadership on Political Skills**

However, the interaction between Organizational Commitment and Transformational Leadership on Political Skill was not significant ( $p\text{-value} = 0.082 > 0.05$ ). This indicates that although both individually have a significant influence on Political Skill, the interactive effect does not show significant strengthening. One possible cause is the presence of other external factors that are more dominant in determining Political Skill, such as organizational culture or the level of experience of members. This finding contradicts theoretical expectations that state that organizational commitment can strengthen the influence of leadership style on employee strategic behavior (Humala, 2014). Nevertheless, this result actually enriches the literature that in the context of local political organizations, the influence of moderating variables is not always linear or statistically significant.

## **6. Conclusion**

This study concludes that Transformational leadership has a positive and significant influence on Political Skill, where inspirational and visionary leaders are able to create a work environment that supports the development of socio-political skills of organizational members. Similarly, Organizational Commitment is proven to have a significant influence on Political Skill. Individuals who have loyalty and emotional attachment to the organization tend to be more active, communicative, and adaptive in building relationships and social influence in the work environment. However, the interaction between Transformational leadership and Organizational Commitment does not show a significant influence on Political Skill, which indicates that organizational commitment does not simultaneously strengthen the influence of transformational leadership style. These findings provide theoretical contributions to the literature on leadership and soft skills as well as practical implications for political organizations in developing cadres who are not only loyal but also socially and strategically capable.

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