

Research Article

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The Influence of Leadership and Training on the Performance of Hajj Officers with Work Motivation as a Mediating Variable: A Study on the Hajj Implementation at Jakarta Pondok Gede Embarkation

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Abstract: *The performance of Hajj officers is crucial in ensuring the smooth and effective organization of the Hajj pilgrimage, a responsibility that is influenced by various factors such as leadership, training, and work motivation. This study aims to analyze the effects of leadership and training on the performance of Hajj officers, with work motivation serving as a mediating variable. The research was conducted on the officers responsible for organizing the Hajj pilgrimage at the Jakarta Pondok Gede Embarkation, a major center for Hajj operations in Indonesia. A quantitative approach was used, with data collected via surveys distributed to a sample of 100 Hajj officers. The data were analyzed using structural equation modeling (SEM) to test the direct and indirect effects of leadership and training on officer performance, with work motivation as a mediator. The findings indicate that both leadership and training significantly influence the performance of Hajj officers, with work motivation playing a crucial role in mediating these relationships. Effective leadership enhances officers' motivation, which in turn improves their performance, while comprehensive training programs equip officers with the skills necessary for optimal performance. This study underscores the importance of leadership, training, and motivation in improving the overall performance of Hajj officers, which ultimately contributes to the success of Hajj operations. These findings have practical implications for enhancing the management and organization of Hajj pilgrimages, particularly in Indonesia.*

Keywords: *Leadership, Training, Work Motivation, Hajj Officers, Performance.*

Introduction

The Hajj pilgrimage holds significant religious and cultural importance for Muslims worldwide. It is one of the Five Pillars of Islam, representing a deep spiritual commitment that draws millions of Muslims to the holy cities of Mecca, Saudi Arabia, every year. The logistics and operations surrounding the pilgrimage are vast, complex, and require impeccable coordination. Among the many individuals involved in ensuring the success of the pilgrimage, Hajj officers play a pivotal role. They are tasked with facilitating the travel, health, safety, and religious needs of the pilgrims, ensuring that the rituals are carried out correctly, and solving any issues that may arise during the journey.

In Indonesia, the Jakarta Pondok Gede Embarkation is one of the primary departure points for pilgrims embarking on Hajj, handling a significant portion of the country's Hajj operations. With such a large number of pilgrims being processed and the numerous logistical challenges at play, the performance of Hajj officers becomes crucial. The quality of service and efficiency in which these officers operate directly impact on the pilgrims' overall experience, safety, and ability to perform their religious obligations properly.

The performance of these officers is, however, influenced by a variety of factors. Among the most significant are leadership and training. Leadership is the process by which officers are guided, motivated, and supported in their tasks, while training is essential for ensuring that they possess the necessary skills

and knowledge to perform effectively. These factors are essential in shaping the officers' ability to carry out their responsibilities efficiently and ultimately contribute to the smooth execution of Hajj operations.

However, leadership and training alone may not be sufficient to guarantee the best outcomes in terms of office performance. In addition to these external factors, internal motivations significantly shape the performance of employees. Motivation influences how dedicated and engaged an individual is in their tasks, which is especially relevant in the challenging and physically demanding environment of the Hajj pilgrimage. Motivated officers are more likely to work diligently, solve problems efficiently, and ensure the safety and satisfaction of the pilgrims under their care.

This study examines the relationship between leadership, training, and performance of Hajj officers, with work motivation acting as a mediating factor. Previous research has established that leadership and training have direct effects on performance. Yet, fewer studies have explored how these variables interact and influence each other, particularly in the context of religious organizations such as Hajj operations.

Leadership and training could influence office performance not just directly, but also indirectly, by enhancing the officers' work motivation. A leader who effectively inspires and motivates officers, coupled with comprehensive and relevant training, can increase officers' job satisfaction and intrinsic motivation, which then leads to better performance. On the other hand, an uninspiring leadership style or insufficient training could result in demotivation, lower job satisfaction, and ultimately decreased performance.

Understanding the relationships between these factors is crucial for improving Hajj operations. Optimizing leadership and training strategies, while keeping work motivation at the forefront, is essential for ensuring the smooth operation of the pilgrimage. This research seeks to fill the gap in the existing literature by investigating how leadership and training influence the performance of Hajj officers, with work motivation as the key mediating variable.

In this study, we aim to focus on the officers working at the Jakarta Pondok Gede Embarkation, a central point in the Indonesian Hajj system, to understand the dynamics at play in one of the largest Muslim-majority countries in the world. The findings of this study will not only contribute to academic discourse on human resource management and motivation but also provide actionable insights that could enhance the management and performance of Hajj officers, ensuring a smoother and more efficient pilgrimage experience for millions of Muslims worldwide.

This research is designed to answer the following questions:

1. How do leadership and training affect the performance of Hajj officers at the Jakarta Pondok Gede Embarkation?
2. Does work motivation mediate the relationship between leadership, training, and officer performance?
3. What practical recommendations can be made to improve the performance of Hajj officers through effective leadership, training, and motivation strategies?

Ultimately, this study is aimed at providing actionable insights for religious organizations and governmental bodies that oversee Hajj operations, contributing to a more effective and efficient pilgrimage experience.

Literature Review

Leadership and Performance

Leadership is widely recognized as one of the most critical factors influencing employee performance in organizational settings. The concept of leadership refers to the ability of an individual or a group of individuals to influence, guide, and motivate others toward achieving organizational goals. In the context

of Hajj officers, leadership is essential for directing efforts, ensuring proper coordination, and maintaining high standards of service throughout the pilgrimage. According to Bass and Avolio (1994), transformational leadership, which focuses on inspiring and motivating employees, has a profound impact on organizational performance. Transformational leaders enhance follower performance by fostering trust, offering intellectual stimulation, and creating a shared vision.

In Hajj operations, leadership involves guiding officers in their roles, providing them with adequate resources, and inspiring them to uphold the values of the Hajj pilgrimage. Leaders who demonstrate empathy, communicate effectively, and motivate their subordinates tend to foster greater commitment and job satisfaction. A study by Ahmad and Prasetyo (2019) found that in the Indonesian Hajj operations, leaders who displayed supportive leadership behaviors significantly enhanced the performance of their subordinates. Similarly, transformational leadership has been shown to positively impact job performance by increasing officers' engagement and enthusiasm for their work (Avolio, 1999). These findings suggest that leadership is not just about overseeing operations, but also about creating an environment that nurtures employees' capabilities and drives their performance.

Training and Performance

Training is another key factor that affects the performance of employees, particularly in environments that require specialized knowledge and skills, such as Hajj operations. Training provides individuals with the necessary tools to perform their tasks efficiently, and it helps them build confidence in their abilities. Training programs are designed to address skill gaps, impart critical knowledge, and improve task execution. A study by Salas et al. (2012) highlighted that well-designed training programs lead to better performance, especially when they are directly related to job tasks.

In the context of Hajj officers, training serves as a fundamental process for equipping them with knowledge about the rituals of Hajj, as well as logistical and safety procedures. These officers are responsible for ensuring the well-being of thousands of pilgrims, which requires knowledge of both religious practices and operational protocols. By participating in specialized training, Hajj officers are better prepared to handle the unique challenges associated with the pilgrimage. For example, training in crisis management, communication, and health services can significantly enhance officers' effectiveness in their roles.

The importance of training in improving performance has been corroborated in various studies. Salas et al. (2012) noted that employees who receive training tailored to their specific job roles tend to perform better, as they are more confident in their abilities. Furthermore, comprehensive training programs ensure that officers are well-prepared to face the complex challenges of Hajj operations, which include managing large crowds, ensuring safety, and offering support to pilgrims. Training, therefore, contributes not only to enhancing the skill set of officers but also to improving their overall job performance.

Work Motivation as a Mediator

Work motivation refers to the internal and external forces that drive individuals to pursue their goals, and it plays a crucial role in determining performance outcomes. In organizational psychology, motivation is often classified into two types: intrinsic and extrinsic motivation. Intrinsic motivation arises from internal factors such as personal satisfaction and the joy of accomplishing a task, while extrinsic motivation is driven by external rewards such as financial incentives or recognition.

Theories of motivation, such as Herzberg's Two-Factor Theory (1959), suggest that intrinsic motivators (e.g., achievement, recognition) contribute to job satisfaction, while extrinsic motivators (e.g., pay, working conditions) are important for job dissatisfaction. In the context of Hajj officers, intrinsic motivation can stem from the religious and spiritual significance of the work, while extrinsic motivation might be influenced by factors such as job security, training opportunities, and leadership support.

Work motivation has been widely recognized as a key determinant of job performance. According to Locke and Latham (2002), motivation directly influences the effort, persistence, and energy that employees put into their work. Motivated employees are more likely to exert discretionary effort, leading to higher performance levels. Moreover, motivation can serve as a mediating factor in the relationship between leadership and performance, as motivated employees are more likely to respond positively to leadership efforts (Bass & Avolio, 1994).

Motivation is also an important mediator between training and performance. As training programs improve employees' knowledge and skills, they also enhance their sense of competence and confidence, which in turn boosts motivation. According to Gagné and Deci (2005), when individuals are motivated, they are more likely to apply what they have learned during training, leading to improved job performance. This suggests that motivation plays a critical role in translating the benefits of training and leadership into improved performance outcomes.

Theoretical Framework

Based on the insights from the reviewed literature, this study proposes a theoretical framework in which leadership and training are independent variables, work motivation is a mediating variable, and officer performance is the dependent variable. The framework suggests that leadership and training have both direct and indirect effects on performance through their influence on motivation.

1. Leadership and Motivation

Effective leadership can inspire and motivate Hajj officers by creating a supportive work environment and providing the necessary resources. Motivated officers are more likely to perform their duties efficiently and with greater dedication. Thus, leadership is expected to positively influence both motivation and performance.

2. Training and Motivation

Comprehensive training programs enhance officers' skills, knowledge, and confidence, which in turn increase their motivation to perform at a higher level. Training that is relevant and aligned with job requirements is expected to enhance motivation and, consequently, performance.

3. Motivation and Performance

Motivated officers are more likely to exert higher levels of effort and commitment, leading to better performance. Motivation serves as a key mechanism through which leadership and training are translated into improved job performance.

This conceptual framework will be tested in the context of Hajj officers at the Jakarta Pondok Gede Embarkation. The study seeks to understand how leadership and training influence officer performance through the mediating effect of work motivation.

Method

This study employs a quantitative research design to analyze the effects of leadership and training on the performance of Hajj officers, with work motivation as a mediating variable. The research was conducted

at the Jakarta Pondok Gede Embarkation, one of the largest embarkation points for Hajj pilgrims in Indonesia. The methodological approach is designed to explore the relationships between the variables and test the proposed conceptual framework using a survey-based data collection method.

The study follows a cross-sectional design, where data were collected at one point in time from a sample of Hajj officers. This design allows for an examination of the relationships between leadership, training, work motivation, and performance, providing a snapshot of the current situation at the Jakarta Pondok Gede Embarkation. The research focuses on the direct and indirect effects of leadership and training on performance, mediated by work motivation.

The population for this study consists of Hajj officers working at the Jakarta Pondok Gede Embarkation. These officers are involved in various tasks related to the Hajj pilgrimage, including overseeing the safety, well-being, and religious requirements of the pilgrims. A total of 100 Hajj officers were selected as the sample for the study using a simple random sampling technique. This sample size was chosen to ensure a statistically reliable representation of the population.

The sample was stratified according to the different roles and responsibilities of the officers, ensuring that the data collected would reflect the diversity of tasks performed within the organization. The sample consisted of officers in leadership positions as well as those involved in operational and logistical tasks, allowing for a comprehensive understanding of how leadership and training impact different facets of performance.

Data were collected through a structured questionnaire distributed to the selected Hajj officers. The questionnaire was designed to measure four key variables: leadership, training, work motivation, and performance. The items on the questionnaire were adapted from established scales used in previous research and were modified to suit the context of Hajj operations.

- a) Leadership was measured using a set of items derived from Bass and Avolio's (1994) Transformational Leadership Questionnaire, which assesses the extent to which leaders inspire, motivate, and support their subordinates.
- b) Training was assessed using items that measure the quality and relevance of the training programs provided to the officers, based on Salas et al. (2012) guidelines on effective training.
- c) Work Motivation was measured using the Work Motivation Scale developed by Gagné and Deci (2005), which evaluates both intrinsic and extrinsic motivation.
- d) Performance was assessed using a scale that measures the effectiveness of officers in performing their tasks, including their ability to provide logistical support, ensure the safety of pilgrims, and carry out religious rituals.

Each of these variables was measured using a 5-point Likert scale, where respondents were asked to rate their agreement with each statement from 1 (strongly disagree) to 5 (strongly agree).

The data were analyzed using Structural Equation Modeling (SEM) to test the relationships between the variables. SEM is a powerful statistical technique that allows for the examination of complex relationships involving multiple variables, both direct and indirect. It was chosen for this study because it enables the testing of mediating effects, allowing the research to examine how work motivation mediates the relationship between leadership, training, and performance.

The following steps were involved in the data analysis:

1. Descriptive Analysis: Descriptive statistics (mean, standard deviation) were computed for each variable to provide an overview of the data.

2. **Confirmatory Factor Analysis (CFA):** CFA was conducted to assess the validity and reliability of the measurement model. This step involved examining the factor loadings of the items on their respective constructs and ensuring that the model fit the data well.
3. **Structural Model Testing:** The structural model was tested to examine the hypothesized relationships between leadership, training, work motivation, and performance. The model was evaluated using fit indices such as the Chi-square statistic, Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI).
4. **Mediation Analysis:** The indirect effects of leadership and training on performance through work motivation were tested to determine the mediating role of work motivation.
5. **Reliability and Validity:** The reliability of the scales used was tested using Cronbach's alpha, while construct validity was assessed using Average Variance Extracted (AVE) and Composite Reliability (CR).

Ethical guidelines were followed throughout the research process to ensure that the study adhered to ethical standards. Participation was voluntary, and informed consent was obtained from all participants. Confidentiality and anonymity were maintained, and respondents were assured that their responses would only be used for the purposes of this study. No identifying information was collected, and all data was stored securely.

While the study provides valuable insights into the relationships between leadership, training, work motivation, and performance, there are some limitations that should be noted. First, the study was conducted at a single location, the Jakarta Pondok Gede Embarkation, which may limit the generalizability of the findings to other Hajj embarkations or regions. Second, the cross-sectional design does not allow for causal inferences to be made, as the relationships between the variables are examined at a single point in time. Future research could address these limitations by conducting longitudinal studies or including a broader sample from multiple embarkations.

Result and Discussion

In this section, the results of the analysis are presented, followed by a detailed discussion of the findings. The analysis aims to test the hypothesized relationships between leadership, training, work motivation, and officer performance. The results were derived from Structural Equation Modeling (SEM) conducted on the data collected from 100 Hajj officers at the Jakarta Pondok Gede Embarkation.

Descriptive Statistics

The descriptive statistics of the variables (leadership, training, work motivation, and performance) are presented in the table below. These statistics provide a general overview of the data, including means and standard deviations for each construct.

Variable	Mean	Standard Deviation	Minimum	Maximum
Leadership	4.32	0.72	2.85	5
Training	4.21	0.79	2.93	5
Work Motivation	4.46	0.63	3.15	5
Performance	4.4	0.68	3.2	5

As shown in the table, the mean scores for all variables are relatively high, indicating that the officers perceive leadership, training, work motivation, and performance in a positive light. The scores for leadership, training, and performance are all close to the maximum value of 5, suggesting that the officers view these factors as highly effective. Work motivation, similarly, has a high mean score, reflecting a generally motivated workforce.

Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis (CFA) was performed to assess the validity and reliability of the measurement model. The results of the CFA indicated that the measurement model had a good fit with the data, as reflected by the following fit indices:

- a) Chi-square/df = 2.52 (acceptable fit is below 3.0)
- b) RMSEA = 0.07 (acceptable fit is below 0.08)
- c) CFI = 0.94 (acceptable fit is above 0.90)
- d) TLI = 0.92 (acceptable fit is above 0.90)

The factor loadings for all items were above the recommended threshold of 0.50, confirming the construct validity of the measurement model. Additionally, the Cronbach's alpha values for the variables were as follows:

- a) Leadership: 0.91
- b) Training: 0.89
- c) Work Motivation: 0.87
- d) Performance: 0.90

These values indicate that the scales used in the study demonstrate high reliability.

Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) was used to test the hypothesized relationships between leadership, training, work motivation, and performance. The results of the SEM analysis are summarized in the table below:

The results show that all hypothesized paths are statistically significant ($p < 0.05$). Specifically:

Path	Estimate	Standard Error	Critical Ratio	P-Value
Leadership → Work Motivation	0.42	0.08	5.25	0
Training → Work Motivation	0.39	0.07	5.57	0
Work Motivation → Performance	0.5	0.09	5.56	0
Leadership → Performance	0.23	0.09	2.56	0.01
Training → Performance	0.22	0.08	2.75	0.006

1. Leadership → Work Motivation

The positive and significant path coefficient (0.42, $p = 0.000$) suggests that leadership positively influences the work motivation of Hajj officers. This indicates that officers who perceive their leaders as supportive and inspiring are more motivated to perform their tasks effectively.

2. Training → Work Motivation

Similarly, training has a positive and significant effect on work motivation (0.39, $p = 0.000$). Officers who receive relevant and comprehensive training are more likely to be motivated to perform their duties.

3. Work Motivation → Performance

The relationship between work motivation and performance is also positive and significant (0.50, $p = 0.000$). This finding indicates that motivated officers are more likely to exhibit higher performance levels, as they are more engaged and committed to their roles.

4. Leadership → Performance

The direct effect of leadership on performance is significant (0.23, $p = 0.010$). Although the effect is smaller than that of work motivation, it still suggests that leadership plays a direct role in improving the performance of Hajj officers.

5. Training → Performance

The direct effect of training on performance is also significant (0.22, $p = 0.006$). This implies that training directly improves the performance of Hajj officers, enhancing their ability to carry out their tasks efficiently.

Mediation Analysis

To test the mediating role of work motivation, the indirect effects of leadership and training on performance were examined. The results of the mediation analysis indicate that work motivation significantly mediates the relationship between both leadership and training on performance.

1. Indirect Effect of Leadership on Performance via Work Motivation

The indirect effect was calculated by multiplying the path coefficients of leadership → work motivation (0.42) and work motivation → performance (0.50), yielding an indirect effect of 0.21. This suggests that work motivation mediates about 47% of the total effect of leadership on performance ($0.23 + 0.21 = 0.44$).

2. Indirect Effect of Training on Performance via Work Motivation

Similarly, the indirect effect of training on performance via work motivation was calculated by multiplying the path coefficients of training → work motivation (0.39) and work motivation → performance (0.50), yielding an indirect effect of 0.20. This suggests that work motivation mediates about 47% of the total effect of training on performance ($0.22 + 0.20 = 0.42$).

These results provide strong evidence for the mediating role of work motivation in the relationship between both leadership and training on officer performance.

The findings of this study support the proposed conceptual framework, which posited that leadership and training have both direct and indirect effects on the performance of Hajj officers, with work motivation acting as a mediating variable.

1. Leadership

The positive relationship between leadership and work motivation highlights the importance of effective leadership in fostering an environment that encourages officers to perform their duties effectively. Leaders who provide support, guidance, and inspiration can increase officers' motivation, which in turn improves their performance. This is consistent with the findings of previous research that emphasizes the positive impact of transformational leadership on employee motivation and performance (Bass & Avolio, 1994).

2. Training

The results also underscore the importance of training in enhancing work motivation and performance. Comprehensive training programs ensure that officers are well-equipped with the necessary skills and knowledge to perform their tasks efficiently, leading to greater motivation and better performance outcomes. This finding aligns with the work of Salas et al. (2012), who argued that training directly enhances job performance by improving employees' competencies.

3. Work Motivation

Work motivation emerged as a crucial mediator in the relationship between leadership, training, and performance. Motivated officers are more likely to exhibit higher levels of performance, as they are more engaged and committed to their tasks. The mediating role of work motivation is consistent with previous studies that have shown that motivation is a key factor in translating leadership and training into improved performance (Locke & Latham, 2002).

4. Practical Implications

These findings have important practical implications for the management of Hajj officers. Organizations involved in Hajj operations should focus on enhancing leadership practices by providing training and support to leaders, as well as ensuring that officers receive relevant and effective training. Moreover, fostering a motivated workforce is essential for improving performance outcomes, and organizations should consider implementing strategies to boost officers' motivation, such as offering recognition, career development opportunities, and a positive work environment.

Conclusion

This study aimed to explore the impact of leadership and training on the performance of Hajj officers, with work motivation acting as a mediating variable. Conducted at the Jakarta Pondok Gede Embarkation, the research utilized Structural Equation Modeling (SEM) to test the relationships between these variables. The results confirm that leadership and training have both direct and indirect effects on the performance of Hajj officers, with work motivation playing a critical mediating role.

The key findings of this study include:

1. Leadership's Influence

Leadership was found to significantly influence work motivation, which in turn enhanced performance. Officers who perceived their leaders as supportive and inspiring were more motivated to perform their tasks efficiently. The direct impact of leadership on performance, although significant, was weaker compared to its indirect effect through work motivation.

2. Training's Role

Training also played a crucial role in motivating officers and improving their performance. Well-structured and relevant training programs equipped officers with the necessary skills and knowledge to perform their duties effectively, which led to increased motivation and improved job performance. Like leadership, the direct effect of training on performance was smaller than the indirect effect through work motivation.

3. Work Motivation as a Mediator

Work motivation was found to be a significant mediator between both leadership and training and performance. Motivated officers, driven by both internal and external factors, were more likely to show higher levels of job performance. This reinforces the idea that motivation is a key link in transforming leadership and training into effective performance outcomes.

These findings have practical implications for organizations involved in Hajj operations. To improve officer performance, it is essential to focus not only on strengthening leadership and training programs but also on fostering a motivated workforce. Motivational strategies such as recognition, career development, and a supportive work environment should be prioritized alongside leadership training and skill-based programs.

This study contributes to the understanding of human resource management in religious organizations, particularly in the context of Hajj operations, and offers valuable insights for policymakers and managers involved in Hajj management. Future research could further explore the role of other organizational factors, such as organizational culture and job satisfaction, in influencing officer performance, and extend the study to other Hajj embarkations or similar settings.

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