

The Impact of Transformational and Servant Leadership Models on Perceived Organizational Support, Job Satisfaction, and Life Satisfaction in the Ministry of Clergies of Synod of Gereja Kristus During The Covid-19 Pandemic in Indonesia

Oki Hermawati
Binus University
Email: natasasmitacloudy@gmail.com

Erwin Santoso
Pelita Harapan University
Email: santosa_91@yahoo.com

Amirrudin Zalukhu
UKI University
Email: rudizalukhu408@gmail.com

Dylmoon Hidayat
Pelita Harapan University
Email: dylmoon.hidayat@lecturer.uph.edu

Wylen Djap
Pelita Harapan University
Email: wylen230499@gmail.com

ABSTRACT:

The pandemic presents various struggles, including among church leaders and the clergy who serve specifically within the Synod of Gereja Kristus. The research conducted on the clergy looked at the two sides of leadership, i.e. transformational and servant leadership, where both leaders were associated with perceived organizational support, job satisfaction and life satisfaction factors for personal calling in serving as clergy. The results showed a positive and significant effect of transformational leadership on perceived organizational support and life satisfaction. Job satisfaction as a mediating variable also has a significant and positive effect on life satisfaction.

ABSTRAK:

Masa pandemi menghadirkan berbagai macam pergumulan termasuk di dalam diri para pemimpin gereja dan dalam hal ini adalah para rohaniwan yang melayani secara khusus dilingkup Sinode Gereja Kristus. Penelitian yang dilakukan terhadap para rohaniwan ini melihat dari dua sisi kepemimpinan yaitu transformational dan servant leadership dimana kedua kepemimpinan ini dikaitkan dengan faktor perceived organizational support, job satisfaction dan life satisfaction terhadap panggilan pribadi dalam melayani sebagai rohaniwan. Hasil penelitian menunjukkan bahwa ada pengaruh positif dan signifikan dari transformational leadership terhadap perceived organizational support dan life satisfaction. Job satisfaction sebagai variabel mediasi juga memiliki pengaruh signifikan dan positif terhadap life satisfaction.

Key Words:
transformational
leadership; servant
leadership; perceived
organizational support, job
satisfaction; life
satisfaction; clergy

Kata Kunci:
Kepemimpinan
transformasional;
kepemimpinan pelayan,
dukungan organisasi,
kepuasan kerja, kepuasan
hidup, rohaniwan

INTRODUCTION

COVID-19 pandemic has been going for more than a year since March 2020, when the Indonesian government officially announced the first case of this coronavirus. COVID-19 pandemic itself had a significant impact in numerous sectors from socio-cultural, economic and political then requires new adaptation efforts that are constantly being carried out by institutions or organizations, especially churches in Indonesia. The church has stopped all activities since March 22, 2020, where the government issued a Circular Letter from the Ministry of Health on March 16, 2020, and began to continuously make changes from a physical into a digital.¹

COVID-19 pandemic is a moment for all church leaders to rethink and reimagine the philosophy of the ministry of the clergy during this covid pandemic. This approach is closely related to personal calling as a servant of God in a ministry, specifically within the church.² and closely related to personal calling as a servant of God in a ministry, specifically within the church. The church leaders bear the problems experienced by the congregation with a more significant burden during this pandemic.³

The clergy bears spiritual, moral and emotional aspects of every struggle in the life of people being led, its church congregation. The congregations have to struggle with aspects of life during the covid 19 pandemic, and the most visible, namely in the economic field, are those who are forced to lose their jobs. Health factors are also important because of the coronavirus, as well as spiritual and psychological aspects such as the loss of family members, the moral problems of teenagers who are involved in pornography during the pandemic, family problems such as husband and wife quarrels, parent-child disputes, father-in-law disputes and others. Others have added to the long list of complex problems served by pastors in the church. The congregation's struggle brought a church leader to experience emotional and physical stress.⁴

The clergy's struggle to accomplish pastoral duties during the COVID-19 pandemic didn't come from the congregation but the individual struggles of the clergy. Another factor closely related to clerical leadership and organizational support (Perceived Organizational Support) is one of the factors that influenced clerical leadership in carrying out pastoral duties. Support from the church is vital in providing leadership support from the clergy to carry out leadership in challenging times during this covid 19 pandemic. The Numbers Research Center (BRC) data shows that church financing has decreased by 43% since the early days of covid,

¹ Michael Teng and Carmia Margaret, "Sketsa Pelayanan Gereja Sebelum, Selama, Dan Sesudah Masa Pandemi COVID-19," *Veritas: Jurnal Teologi dan Pelayanan* 19, no. 2 (2020): 201–213.

² Luis Andres Henao, "Faith Leaders' Year of Pandemic: Grief, Solace, Resilience," 2021, accessed May 31, 2021, <https://religionnews.com/2021/03/13/faith-leaders-year-of-pandemic-grief-solace-resilience/>.

³ The Annual New York Conference, "Doing Pastoral Ministry During Covid-19," *The United Methodist Church*, last modified 2020, accessed May 31, 2021, <https://www.nyac.com/doing-pastoral-ministry-during-covid-19>.

⁴ Carol Fouke Mpoyo, "'Recovering Hope' Offers Emotional Care Resources during COVID-19 - United Church of Christ," last modified 2020, accessed May 31, 2021, https://www.ucc.org/disaster_recovering_hope_covid/.

March or April 2020, and the church has to make efficiency to 21.4% of churches choosing to reduce the compensation of pastors. The church as an organization supports the pastoral ministry of the clergy has to struggle financially, so it also influenced its support in pastoral services that have been carried out by the clergy by efficiency in every aspect, including providing living allowances for the clergy in their church.

The struggles of clergy also included the factors of ministry satisfaction and life satisfaction, where the clergy themselves also experienced burnout in pastoral care with new adaptations (new normal era). The results of a study of 400 clergies in America stated that 26% expressed concern about finances, 16% faced struggles with technology use, 12% worried about remote pastoral care.⁵ These data are the same as the results of the National Meeting of the SAAT Theological College held in May 2020, where the clergy discussed and stated various kinds of struggles, including the struggle to adapt to the use of technology, especially in churches in rural areas.⁶

Several literature studies looked at the leadership factor, especially the leadership pinned to these clergy refers to modern leadership models: Transformational Leadership and Servant Leadership. Studies on Transformational Leadership related to Perceived Organizational Support (POS), Job Satisfaction (JS) and Life Satisfaction (LS) have been conducted by Bachtiar et al.⁷ and replicated by Bernarto et al. teachers in Indonesia.⁸ Researches with the servant Leadership model related to Perceived Organizational Support (POS) has been carried out by Diah Astrini Amir, where this is a variable that moderates the influence of Servant Leadership on Organizational Citizenship Behavior.⁹

The results of those studies conducted by Bernarto and Amir have provided an insight into the research to be conducted in the context of two leadership types, Transformational Leadership and Servant Leadership also Perceived Organizational Support (POS), Job Satisfaction (JS), and Life Satisfaction (LS) which brought into the context of clerical leadership at the Synod of GKI. The results of this study are going to confirm the influence of the Transformational Leadership model as well as Servant Leadership with other variables, Perceived Organizational Support (POS), Job Satisfaction (JS), Life Satisfaction (LS). It

⁵ Marlon C Robinson, "Ministry Magazine | The Pastor's Mental Health and the COVID-19 Pandemic," *International Journal for Pastors*, last modified 2021, accessed May 31, 2021, <https://www.ministrymagazine.org/archive/2021/03/The-pastors-mental-health-and-the-covid-19-pandemic>.

⁶ Teng and Margaret, "Sketsa Pelayanan Gereja Sebelum, Selama, Dan Sesudah Masa Pandemi COVID-19," 203.

⁷ I Bachtiar, D., Sudibjo, N. and Bernarto, "The Effects of Transformational Leadership, Perceived Organizational Support on Job and Life Satisfaction of Preschool Teachers," *International Information Institute (Tokyo) Information* 21, no. 4 (2018): 1301–1320.

⁸ Innocentius Bernarto et al., "Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction toward Life Satisfaction: Evidences from Indonesian Teachers," *International Journal of Advanced Science and Technology* 29, no. 3 (2020): 5495–5503.

⁹ Diah Astrini Amir, "The Effect of Servant Leadership on Organizational Citizenship Behavior: The Role of Trust in Leader As a Mediation and Perceived Organizational Support As a Moderation," *Journal of Leadership in Organizations* 1, no. 1 (2019): 1–16.

reflects on each clergy's calling from the Gereja Kristus around Indonesia under the auspices of the Synod of Gereja Kristus during the COVID-19 pandemic.

METHOD

This study used a scientific approach to management, specifically in leadership in religious education. The object of this research included all variables: life satisfaction, job satisfaction, and perceived organizational support as dependent variables and transformational Leadership and servant Leadership as independent variables. The unit analysis is the individual servants of God or pastors from the Synod of Gereja Kristus.

The Unit analysis is The Clergy or servants of God or pastors from the Synod of the Gereja Kristus: 1) Team of Clergy from Gereja Kristus Bandung; 2) Team of Clergy from Gereja Kristus Bogor; 3) Team of Clergy from Gereja Kristus Bojong Indah; 4) Team of Clergy from Gereja Kristus Ciampea; 5) Team of Clergy from Gereja Kristus Cibinong; 6) Team of Clergy from Gereja Kristus Gading Serpong; 7) Team of Clergy from Gereja Kristus Gunung Putri; 8) Team of Clergy from Gereja Kristus Jembatan Hitam; 9) Team of Clergy from Gereja Kristus Kartini; 10) Team of Clergy from Gereja Kristus Kebayoran Baru; 11) Team of Clergy from Gereja Kristus Kebayoran Lama; 12) Team of Clergy from Gereja Kristus Ketapang; 13) Team of Clergy from Gereja Kristus Pamulang; 14) Team of Clergy from Gereja Kristus Petamburan; 15) Team of Clergy from Gereja Kristus Purwakarta; 16) Team of Clergy from Gereja Kristus Sarua Permai; 17) Team of Clergy from Gereja Kristus Sukabumi; 18) Team of Clergy from Gereja Kristus Taman Kota; 19) Team of Clergy from ri Gereja Kristus Tanjung Karang; 20) Team of Clergy from Gereja Kristus Taruna; 21) Team of Clergy from Gereja Kristus Teluk Betung; 22) Team of Clergy from Gereja Kristus Teluk Naga.

This quantitative research and hypothesis testing is intended to explain the influence of variables and test the evidence's adequacy to decide whether alternative hypotheses are reliable.¹⁰ This research is also merely used to explain the truth to explain the nature of sense.¹¹ This test was carried out to clarify an understanding, interpretation and application.¹²

This study uses both primary and secondary data. Primary data excavation was carried out by conducting a survey to clergy within the scope of the Synod of Gereja Kristus. The first step was to interview to obtain accurate data from respondents regarding the status and presence of clergy in churches under the Synod of Gereja Kristus. Primary data excavation was carried out by collecting data using an inventory test instrument, developing indicators of each variable consisting of Transformational Leadership (TL), Servant Leadership (SL), Perceived

¹⁰ Roger B. Davis and Kenneth J. Mukamal, "Hypothesis Testing: Means," *Circulation* 114, no. 10 (2006): 1078–1082.

¹¹ Shane Allua and Cheryl Bagley Thompson, "Hypothesis Testing," *Air Medical Journal* 28, no. 3 (2009): 108-110,153, <http://dx.doi.org/10.1016/j.amj.2009.03.002>.

¹² Peter J. Veazie, "Understanding Statistical Testing," *SAGE Open* 5, no. 1 (2015).

Organizational Support (POS), Job Satisfaction (JS) and Life Satisfaction (LS). The use of inventory test instruments has the advantage that doesn't require the direct presence of the researcher even more in the digital era. Respondents can directly access the instrument according to the time and place of their separate existence.

This statement is made from an indicator of each variable using a rating scale (Likert scale) to determine the validity of the variables based on the theory of each construct.

Likert scale rating ranging from 1. Strongly Disagree, 2. Disagree, 3. Agree, 4. Disagree and 5. Strongly Agree. The following research step is to measure the validity and reliability. Secondary data will be taken from the literature Synod of SGK, including a statement of Faith SGK, SGK development materials, research and development results in the field of R&D SGK, decisions of the Synod General Assembly, books and journals related to the Transformational Leadership variable, Servant Leadership, Perceived Organizational Support, Job Satisfaction and Life Satisfaction.

PLS-SEM relies on a nonparametric bootstrap procedure to test the significance of estimated path coefficients in PLS-SEM. In bootstrapping, subsamples are created with randomly drawn observations from the original data set (within replacement). The subsample is used to estimate the PLS path model. This process is repeated until a large number of random subsamples has been created about 5,000. The parameter estimates (outer weights, outer loadings and path coefficients) estimated from the subsamples are used to derive standard errors for the estimates. Thus, t-values are calculated to assess each estimate's significance. In addition, the reflective measurement used reliability and validity testing by Cronbach's alpha and composite reliability greater than 0.6, construct and discriminant validity greater than 0.6, average variance extracted at least 0.5 also collinearity testing within value lower than 10.

RESULT & DISCUSSION

This research measured the influence of Transformational and Servant Leadership on Perceived Organizational Support, Job Satisfaction and Life Satisfaction by Clergy in the local church under Synod Gereja Kristus.

Transformational Leadership Instrument

Understanding Transformational Leadership is a complex and dynamic leadership that tries to influence its followers with values, beliefs and goals. Transformational leadership aims to improve the organization's quality of work and its followers. Transformational leadership includes four dimensions: idealism from the leader himself, leaders have strong motivation and inspire followers, leaders encourage creativity in thinking from their followers, and leaders who involve followers in their leadership.¹³ Transformational leadership includes four dimensions

¹³ M Moradi Korejan and H Shahbazi, "An Analysis of the Transformational Leadership Theory," *Journal of Fundamental and Applied Sciences* 8, no. 3 (2016): 452.

by the influence of the leader himself. He has strong motivation inspiring, push creativity in his leadership style Transformational Leadership. ¹⁴

Table 1
Operationalization of Transformational Leadership Variables

| Dimension | Indicators |
|------------------|---|
| Idealism | Have values rooted in justice (TL1) Have values rooted in honesty (TL2) Have values rooted in honour (TL3) |
| Inspiration | Provide a clear explanation of vision and mission to the congregation (TL4) Motivate the congregation to realize the church’s vision and mission (TL5) |
| Creativity | I encourage the congregation in solving problems (TL6) I encourage the agency in solving problems (TL7) I encourage the elder in solving problems (TL8) I encourage the congregation to find new ideas (TL9) I encourage the governing body to find new ideas (TL10) I encourage the elder in finding new ideas (TL11) |
| Collaboration | I involve the congregation in making decisions (TL12) I involve the governing body in making decisions (TL13) I involve the elder in making decisions (TL14) I involve the congregation in ministry (TL15) I involve the governing body in the service (TL16) I involve the elder in ministry (TL17) |

Servant Leadership Instrument

Servant leadership in the context of Christian leaders has particular value because this leadership model refers to the person of Christ himself who is willing to serve humanity by incarnating as a human and sacrificing himself as a ransom for sinners. This model also is seen from the Leadership of Bible characters such as Abraham's Leadership (Gen 24:1-67), Joseph's Leadership (Gen 39:1-23), Abigail's Leadership (1Sam 25:2-42), the story of the little slave

¹⁴ Dung Tien Luu and Hai Van Phan, “The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach,” *The South East Asian Journal of Management* 14, no. 1 (2020): 106–123.

servant to Naaman's wife (Gen. 2Ki 5:1-3), the story of Philemon and Onesimus and the climax is the servant leader of Christ himself.¹⁵

Understanding Servant Leadership is a form of leadership without boundaries¹ where the concern is the willingness to serve people and God within the scope of the local church under the auspices of the Synod Gereja Kristus. Servant leadership focuses on the needs of followers,² has an altruistic spirit and translated into an altruistic attitude to the people being served, has good relationships with others, provides encouragement or encouragement, has integrity and collaborates.¹⁶

Table 2
Operationalization of Servant Leadership Variables

| Dimension | Indicators |
|---------------|--|
| Serving | I don't discriminate the status of the congregation based on economic status (SL1) I don't discriminate the status of the congregation based on ethnicity (SL2) I can be contacted by the congregation any time (SL3) I am willing to serve the congregation any time (SL4) |
| Integrity | My words showed my attitude (SL5) My words showed my actions (SL6) |
| Collaboration | I encourage the congregation to be involved in the committee (SL7) |

Perceived Organizational Support Instrument

Understanding Perceived Organizational Support is organizational support in this church context where the workers and clergies in the local church feel the organization's support and believe that the organisation cares about God's servants' welfare.¹⁷

Factors in Perceived Organizational Support within the scope of church organizations, the church rewards pastoral services from clergy and provides opportunities to develop competence and knowledge such as further studies and training. The church provides facilities both for the present and the future.

¹⁵ Gyeongchun Choi, "The Leading Servant," *Journal of Applied Christian Leadership* 8, no. 1 (2014): 8.

¹⁶ David Bennett and Roquel Hylton, "Servant Leadership: Is This the Type of Leadership for Job Satisfaction among Healthcare Employees?," *Indian Journal of Positive Psychology* 11, no. 3 (2020): 210–212, <http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=147608594&site=ehost-live&scope=site>.

¹⁷ Alimatus Sahrah, "Perceived Organizational Support Dan Organizational Citizenship Behavior Pada Perawat Rumah Sakit," *Insight: Jurnal Ilmiah Psikologi* 19, no. 1 (2018): 40.

Tabel 3
Perceived Organizational Support Instrument

| Dimension | Indicators |
|---------------|---|
| Appreciation | The church rewards for the service I did (POS1) |
| Competency | The church provides opportunities for further study (POS2) The church provides opportunities to participate information (POS3) |
| Life facility | The church provides proper housing facilities (POS4) The church provides health insurance facilities (POS5) The church includes a pension fund for clergy (POS6) The church provides sufficient financial support for my living needs (POS7) |

Job Satisfaction Instrument

Understanding job satisfaction is a form of satisfaction when someone is involved in ministry as a form of the highest calling or devotion to God. The forms of satisfaction include the appreciation expressed by the congregation being served, the variety of various services and relationships with fellow servants of God both within the local church and within the scope of fellow Gereja Kristus under the auspices of the Synod of Gereja Kristus.

Tabel 4
Operationalization of Job Satisfaction Variables

| Dimension | Indicators |
|--------------|---|
| Appreciation | The congregation gives an appreciation for my service (JS1) |
| Variation | I am involved in services this time (JS2) |
| Relation | I have a good relationship with fellow clergy (JS3) |

Life Satisfaction Instrument

The understanding of life satisfaction is an evaluation or reflection carried out by the clergy of the Synod Gereja Kristus, and the nature of this reflection is unique because it relates to each individual's unique personality.¹⁸ This reflection is closely related to the type of leadership it carries refers to the servant leadership model. Another understanding of life

¹⁸ Neerpal Rathi and Kidong Lee, "Does It Pay to Be Authentic? Implications of Authenticity for Life Satisfaction and Psychological Well-Being in a Collectivist Culture," *Journal of Happiness Studies* 22, no. 1 (2021): 147–161.

satisfaction is the more subjective satisfaction about happiness or contentment.¹⁹ The forms of this include the emotions felt in church and personal life, such as family life, etc.²⁰

Tabel 5
Operationalization of Life Satisfaction Variables

| Dimension | Indicators |
|--------------------|--|
| Calling Reflection | I have a clear calling as a servant of God (LS1) |
| Church Reflection | I feel called in church ministry (LS2) The service that I am currently running is following my talents (LS3) I have developed spiritual gifts to the maximum (LS4) |
| Life Reflection | I have an intimate relationship with God (LS5) |

This research realized on August 2020 including 50 respondents from 21 local churches under Synod Gereja Kristus, 74% Man and 26% Women, 42% from them also a Pasteur with ages 41-60 (50%), 25-40 (36%) and the rest is under 25 and above 60 ages, 32% from them have been served around ten until 15 years.

Based on the pictures below, the reflective measurement that used reliability and validity testing shown by Cronbach's Alpha and Composite Reliability greater than 0.6, Construct validity greater than 0.6, Average Variance Extracted value at least 0.5 also Collinearity Statistics (VIF) within value lower than 10. All of the reflective measurement models are accepted.

Picture 1
Outer Loading

| Item | Value |
|------|-------|
| TL4 | 0.922 |
| TL5 | 0.944 |
| TL11 | 0.867 |
| POS3 | 0.878 |
| POS6 | 0.835 |
| POS7 | 0.784 |

¹⁹ Boran Toker, "Life Satisfaction Among Academicians: An Empirical Study on the Universities of Turkey," *Procedia - Social and Behavioral Sciences* 47, no. 1976 (2012): 190–195, <http://dx.doi.org/10.1016/j.sbspro.2012.06.637>.

²⁰ Wangshuai Wang et al., "Achievement Goals and Life Satisfaction: The Mediating Role of Perception of Successful Agency and the Moderating Role of Emotion Reappraisal," *Psicologia: Reflexao e Critica* 30, no. 1 (2017).

| | |
|-----|-------|
| JS1 | 0.620 |
| JS2 | 0.976 |
| SL3 | 0.820 |
| SL4 | 0.907 |
| SL7 | 0.773 |
| LS2 | 0.884 |
| LS3 | 0.884 |

Picture 2
Collinearity Statistics (VIF)

| Item | VIF |
|------|-------|
| TL4 | 3.566 |
| TL5 | 4.552 |
| TL11 | 2.247 |
| POS3 | 1.761 |
| POS6 | 1.803 |
| POS7 | 1.454 |
| JS1 | 1.230 |
| JS2 | 1.231 |
| SL3 | 3.149 |
| SL4 | 3.388 |
| SL7 | 1.266 |
| LS2 | 1.473 |
| LS3 | 1.473 |

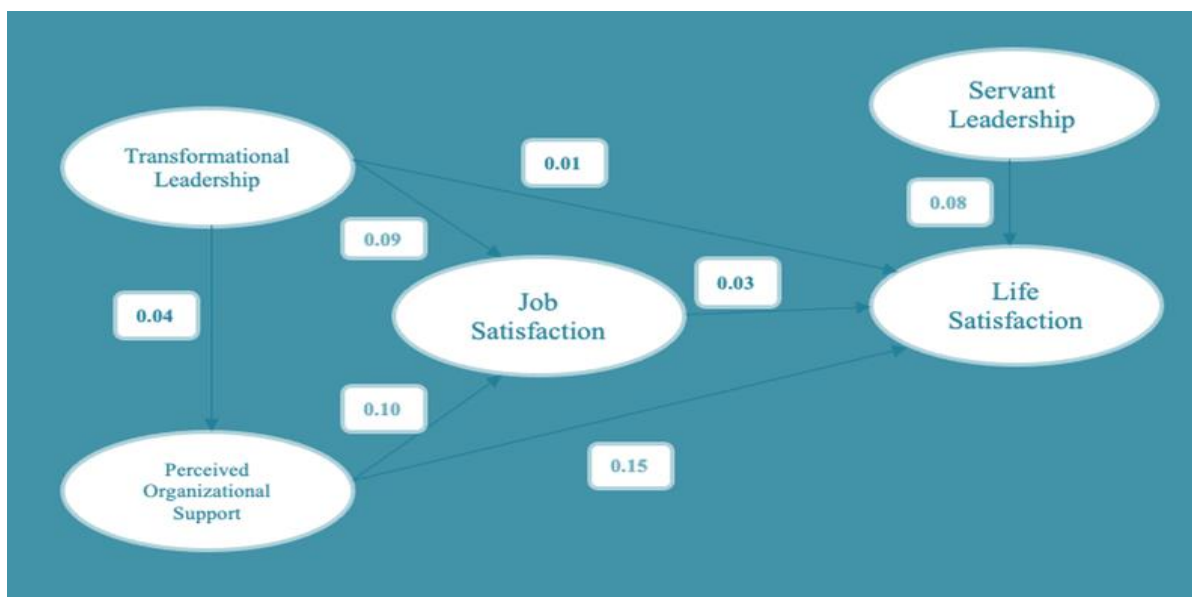
Picture 3
Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | AVE |
|--|---------------------|-------|--------------------------|-------|
| Transformational Leadership | 0.899 | 0.910 | 0.937 | 0.833 |
| Perceived Organizational Support | 0.782 | 0.805 | 0.872 | 0.695 |

| | | | | |
|--------------------|-------|-------|-------|-------|
| Job Satisfaction | 0.606 | 1.378 | 0.794 | 0.669 |
| Servant Leadership | 0.790 | 0.837 | 0.874 | 0.698 |
| Life Satisfaction | 0.723 | 0.723 | 0.878 | 0.783 |

CONCLUSION

Thus, the picture below shows the path analysis (bootstrapping technique). Transformational leadership positively impacts perceived organizational support (0.04) and life satisfaction (0.01). Job satisfaction as a mediate variable also positively and significantly impacts life satisfaction (0.03). The rest does not have a significant impact.



REFERENCES

- Allua, Shane, and Cheryl Bagley Thompson. "Hypothesis Testing." *Air Medical Journal* 28, no. 3 (2009): 108-110,153. <http://dx.doi.org/10.1016/j.amj.2009.03.002>.
- Amir, Diah Astrini. "The Effect of Servant Leadership on Organizational Citizenship Behavior: The Role of Trust in Leader As a Mediation and Perceived Organizational Support As a Moderation." *Journal of Leadership in Organizations* 1, no. 1 (2019): 1–16.
- Bachtiar, D., Sudibjo, N. and Bernarto, I. "The Effects of Transformational Leadership, Perceived Organizational Support on Job and Life Satisfaction of Preschool Teachers." *International Information Institute (Tokyo) Information* 21, no. 4 (2018): 1301–1320.
- Bennett, David, and Roquel Hylton. "Servant Leadership: Is This the Type of Leadership for Job Satisfaction among Healthcare Employees?" *Indian Journal of Positive Psychology* 11, no. 3 (2020): 210–212. <http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=147608594&site=eho>

st-live&scope=site.

- Bernarto, Innocentius, Diana Bachtiar, Niko Sudibjo, Ian Nurpatria Suryawan, Agus Purwanto, and Masduki Asbari. "Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction toward Life Satisfaction: Evidences from Indonesian Teachers." *International Journal of Advanced Science and Technology* 29, no. 3 (2020): 5495–5503.
- Choi, Gyeongchun. "The Leading Servant." *Journal of Applied Christian Leadership* 8, no. 1 (2014): 8.
- Davis, Roger B., and Kenneth J. Mukamal. "Hypothesis Testing: Means." *Circulation* 114, no. 10 (2006): 1078–1082.
- Henao, Luis Andres. "Faith Leaders' Year of Pandemic: Grief, Solace, Resilience," 2021. Accessed May 31, 2021. <https://religionnews.com/2021/03/13/faith-leaders-year-of-pandemic-grief-solace-resilience/>.
- Luu, Dung Tien, and Hai Van Phan. "The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach." *The South East Asian Journal of Management* 14, no. 1 (2020): 106–123.
- Moradi Korejan, M, and H Shahbazi. "An Analysis of the Transformational Leadership Theory." *Journal of Fundamental and Applied Sciences* 8, no. 3 (2016): 452.
- Mpoyo, Carol Fouke. "'Recovering Hope' Offers Emotional Care Resources during COVID-19 - United Church of Christ." Last modified 2020. Accessed May 31, 2021. https://www.ucc.org/disaster_recovering_hope_covid/.
- Rathi, Neerpal, and Kidong Lee. "Does It Pay to Be Authentic? Implications of Authenticity for Life Satisfaction and Psychological Well-Being in a Collectivist Culture." *Journal of Happiness Studies* 22, no. 1 (2021): 147–161.
- Robinson, Marlon C. "Ministry Magazine | The Pastor's Mental Health and the COVID-19 Pandemic." *International Journal for Pastors*. Last modified 2021. Accessed May 31, 2021. <https://www.ministrymagazine.org/archive/2021/03/The-pastors-mental-health-and-the-covid-19-pandemic>.
- Sahrah, Alimatus. "Perceived Organizational Support Dan Organizational Citizenship Behavior Pada Perawat Rumah Sakit." *Insight: Jurnal Ilmiah Psikologi* 19, no. 1 (2018): 40.
- Teng, Michael, and Carmia Margaret. "Sketsa Pelayanan Gereja Sebelum, Selama, Dan Sesudah Masa Pandemi COVID-19." *Veritas: Jurnal Teologi dan Pelayanan* 19, no. 2 (2020): 201–213.
- The Annual New York Conference. "Doing Pastoral Ministry During Covid-19." *The United Methodist Church*. Last modified 2020. Accessed May 31, 2021. <https://www.nyac.com/doing-pastoral-ministry-during-covid-19>.
- Toker, Boran. "Life Satisfaction Among Academicians: An Empirical Study on the Universities of Turkey." *Procedia - Social and Behavioral Sciences* 47, no. 1976 (2012): 190–195.

<http://dx.doi.org/10.1016/j.sbspro.2012.06.637>.

Veazie, Peter J. "Understanding Statistical Testing." *SAGE Open* 5, no. 1 (2015).

Wang, Wangshuai, Jie Li, Gong Sun, Zhiming Cheng, and Xin An Zhang. "Achievement Goals and Life Satisfaction: The Mediating Role of Perception of Successful Agency and the Moderating Role of Emotion Reappraisal." *Psicologia: Reflexao e Critica* 30, no. 1 (2017).