



RESEARCH PAPER

The Impact of Transformational and Transactional Leadership Styles on Employee's Performance

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This study evaluates the strategic and defensive relations between Pakistan and China along with the concept of soft power. Relationship between Pakistan and China is always being focused by the world. The developments of these relations are discussed with the help of historical data. Despite differences of society, language and culture, between these two countries the friendship is enhancing day by day. The study examines the facts back of the phrase of Time-Tested Pakistan China Friendship: Deeper than Oceans, Sweeter than Honey, throughout the history of Pak-China relations, these remained in positive directions. Pakistan and China should shared interests for regional stability, enhancing economic opportunities and regional cooperation.

Introduction

In current period of time globalization and of Information technology are at boom by way of speed, size and variations in business world, flexibility and ability to response according to the goals and objectives set by their leadership both are crucial to become successful in highly competitive environment. In order to meet stakeholder's expectations and current complex environmental challenges a strong and clear leadership is necessary as leaders can play the role of bridge to achieve organizational goals and objectives.

Leaders are facing greater challenges than ever before due to the increased environmental complexity and the changing nature of the organization. Leadership can make changes in the way organizations operate through setting a

vision, clear goals & objectives and by changing organizational methods, policies and attitude of employees towards core functions of organization by (Paracha, Qamar, Mirza, Hassan, & Waqas, 2012). It is important that leaders should have the ability to draw out changes in relation with environmental demands. Some people considers management and leadership same but they both contains distinct nature as Management of an organization deals with the system of organization but in other hand Leadership is concerned with the people of an organization. Leadership attracts several researchers from various years but still they are not able to deliver specific and clear cut definition of leadership.

Leadership works when the leaders and the followers are agree to that what they want and from where they go with mutual understanding. To know the best of leadership we have to differentiate the leadership and the management. Management deals with the system of any organization and the leadership deals with the people of the organization.

According to (Mintzberg, 2010) Leadership is a crucial aspect for trust and obtained by giving respect to others. Effective leaders play important role in enhancing organizational performance by using their powers for betterment of the followers and organization. Conferring to leadership style present by (Jamaludin, 2011) Successful leaders choose their powers to influence the followers and organization in order to improve their working. For the enhancement of production innovative and unique leaders are crucial (Lievens, 1997). Leadership openly associated to the practices and actions to which people are devoted (Raelin, 2011). Most important and significant of leaders is their influential personality which ultimately effect the relation of job satisfaction and performance of admirers positively (Lian, 2011). Although different theoretical approaches being study leadership but most renowned framework is transactional and transformational leadership.

Transactional leadership works according to the rule of give & take means you have to bring high performance and get rewards. Employees are clearly communicated by their leaders that rewards and punishments are directly related with their good or bad performance by (Paracha, Qamar, Mirza, Hassan, & Waqas, 2012). Commonly transactional leadership is used by organization to access their performance and appreciate them by increasing their pay, improves their career and also punishes poor performers of organization (Bass, 1998).

Transformational leadership style brings the change in the organization and develops the concept of the team work by motivating the employees by leader. When the employees motivate then they make the team to work and it results to increase the employee performance in the organization. Team members of transformational leaders feel trust, admiration, loyalty, and respect toward leaders and are motivated to perform extra-role behaviours. This leadership gives vision and sense of mission, in stills pride and gain respect and trust. Transformational leadership provides sense of vision, mission, pride, gain, trust and respect (Bass

1990). According to Mulla & Krishnan (2011) it is relevant to the attitude and ethical values of subordinates.

In this study we are interested in examining the Impact of Transactional & Transformational leadership on Employee Performance as some researchers gave significance to transactional leadership but some also gives value to transformational leadership. (Egan, Sarros & Santore, 1995) considers Transformational style is more appropriate as compare to Transactional leadership style apart from kind of organization, ways leaders adopt according to their personal skills and observation. According to Bass (1999) output of an organization is negatively affected through transactional leadership. In case of unapparent situation leaders have to follow transformational style to recognize key factors and appropriate style for that particular situation (Somech & Wenderow, 2006). Enhances self-knowledge, increasing the performance expectation value to the financial performance of the teams are some of the positive effects of transformational leadership (Avolio, Waldman & Einstein, 1988). So, the performance of the employee is the end result of the work which the employees done. Performance of the employees based on the organization following planning, monitoring, developing, rating and rewarding.

The purpose of our research is to identify effective leadership style in banking sector of Pakistan. In Pakistani culture there is high power distance but low individualism (Routamaa & Hautala, 2008). Pakistan is bureaucratic state where command and control rules (Ahmed, 1996). Therefore transactional leadership can be more effective in this specified culture, yet the main objective of our research is to identify the true leadership styles in banking sector that resulted in higher employee performance.

Literature Review

The leadership concept derived from a theory named as "Great Man". The promoter of the great man theory says that leaders cannot be made they have qualities of leadership by birth. Most of the success stories of leaders are related to military men (Bolden, 2004). The great man idea is still supported by management scholars and organizational psychologists (Organ, 1996). For ensuring the success of organization it is necessary to select a right leadership style stated by Paracha, Qamar, Mirza, Hassan, & Waqas (2012). If the leader is involved in examining, praising and assessing then transformational leadership is inapplicable in the situation. (Parry & Thomson, 2002).

Transaction leadership is the first independent variable in this research, it is the process of "exchange" where leader and follower have a give and take relationship, follower act for expected reward and punished for the undesired behavior. (Kuhnert, 1987) Said that this exchange relationship is successful and desired outcomes are achieved if leader's interest and follower expectations are fulfilled with trust and respect. Bass, (2000) stated that effective leaders encourage

their subordinates by offering incentives, rewards and promises for those who succeeded in completing their goals and targets set by leaders and acting according to leader's interest or expectations. The first component of transactional leadership is contingent reward; (Bass, *Transactional to Transformational Leadership: Learning to Share the Vision*, 1990) reported that transactional leader's build a linkage between rewards and goals, set SMART goals and ensures results are achieved according to their expectations. Giving rewards and recognition on good performance and their appropriate behaviours are positively reinforced. While inappropriate behaviours are negatively reinforced. The second component is Active management by exception is that leaders influencing behaviours by actively observing the performance of subordinates and uses corrective measures to prevent mistakes or ensuring that work is performed according to set rules and standards. The third component, Passive management by exception is that leader influence by uses correction or punishment on unexpected or inappropriate behaviours of subordinates or which is not according to accepted standards. (Bass B. M., 2003) Said in their research on military platoon proves that transactional leadership increases performance among the soldiers. Transactional leadership style has weak impact on (Gadot, 2007). Leader's control and encouraging behaviour depends on adequate follower's performance in transactional leadership style defined by (Bass B. , 1998). Studies on leadership behaviours and team performance conducted by (Burke, 2006) proved that transactional leader's behaviour have considerable relation with team performance. Rowold, (2009) also reported the relationship of transactional leadership and performance in which they stated that follower's performance amplified by transaction leader's reward as transactional leadership is the trade of clear transactions. In other words, we can say that transactional leader encourages followers to get rewards and promotion by performing according to the leader's expectation and interest.

According to Avolio (1999) performance of followers according to expectations is important to accumulate the feedback on using appropriate contingent reward to make transactional leadership more effective.

H1: transactional leadership has impact on employee's performance

Transformational leadership is the second independent variable. Two main dimensions of leadership are transactional and transformational leadership (Adnan, 2010). Transformational means "To Transform" shared vision to inspire followers to become leaders themselves. Transformational leadership is a more humane leadership theory, as compared to the materialistic transactional theory. This theory states that followers inspired to perform great work through leader's personality and values. Employees perform well through positive motivation, than negative motivation (Manz & Sims, 1987). Research on transformational leadership was originally developed by Burns in 1978, and later was fully developed by Bernard Bass (Bromley, 2007). Bass stated that transformational leadership style is complementary to transactional leadership and it becomes ineffective if transactional leadership is absent between leaders and followers or subordinates,

so that he viewed these two styles as continuum rather than opposite. (Bass B. M., 1990) Articulated that transformational leadership style in which leaders inspires their employees to go beyond their self-interest, they create awareness and acceptance of the purposes and mission of the group, and for the good of the group. "This type of leadership gives the concept of team work by motivating employees by this leaders can bring change in organizations. Appealing picture of the future with sensible vision can creates transformational leadership. Further transformational leadership is common and is as follows: "Management is doing things right, leadership is doing the right things". Charismatic leadership gives rise transformational leadership. The word charisma comes from the Greek word that means gift of grace. (Conger, 1987) Said that charismatic authority derived from faith in the leader's ideal character as Bass 1985 stated in Ozaralli, (2003).

Expressed that with an emphasis on transformational leadership the attention of leadership has shifted from traditional or transactional models to a new style of leadership. Transformational leadership as the process of greatly affecting and changing the individuals' attitudes, behaviours and beliefs, and commitment of the individuals to the organizational tasks, aims and strategies described by Yule (1998). The following is an abstract of the description of these transformational behaviours provided by Avolio (1991).

First component is Idealized influence attributed (charisma attributed) a charismatic leader has power of influence, self-confidence, consistency, convictions and engaging in impression management behaviours to boost trust by which individuals make an effort to imitate. Thus, the leaders have become a target of admiration, the articulation of a mission, setting challenging goals, and arousing motives that is important to increase respect, sense of responsibility, confidence, growing optimism and the talk of the followers (Avolio, 2002). These leaders have potential to take risk, consistently relied upon to do right things, also having high moral and ethical standards.

Second component is Idealized influence behaviours (charisma behaviours) this includes the leaders' values, beliefs, moral considerations, moral behaviour and selfless acts. Common vision is an integral part of idealism is established. This happens when inspiration is produced through conventionality of personal values with the group's interests (Avolio, 2002). Transformational leadership implies being tolerant and risk-sharing with followers.

Third dimension of transformational leadership is Inspirational motivational transformational leader communicates vision, encourages hard work and expresses important goals articulated Bass, (1994). Transformational leaders motivate followers challenging tasks in purposeful way (Avolio, 2002). Team spirit is excited by arousing passion and optimism (Bass, 1998). Cultural link is build between transformational leaders and follower via interactive contact. Values of both parties towards a common ground are changed in this way. The leader creates crystal clear vision of the future in his followers through understanding of

expectations and indicative of commitment as to goals and common vision. This dimension is deliberated by the leaders' ability, confidence in his values and vision to bring about. The important indicators of inspirational motivation are "organizational vision, communication, challenging to workers encouragement, working with employees, and giving independence are the core values of inspirational motivation" (Sarros, 2001).

Fourth component is Intellectual Stimulation (IS) which referred to as leaders who challenged their followers' ideas and values for solving problems. Followers are compelled to think about the old problems in a new way if the transformational leader encourages creativity and use of non-traditional thinking to deal with traditional problems and they listen the subordinates' ideas even if different from theirs (Muenjohn). A recent study conducted in Neger Delta stated that followers are encouraged to think new methods and means in an innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing (Nwagbara, 2010). This dimension deals with encouraging follower's analytical skills and problem solving ability.

Fifth and last dimension of transformational leadership is Individualized considerations in which leader shows personal interest in followers' requirements of growth and achievement, he also provides constant reactions and combines individuals' needs with the organizational function (Avolio, 2002). To do this, a leader acts as a referee as well as supervisor. Individual differences between his followers in terms of their requirements and desires are considered by leader. He plays a double role through effective contact with them stated by (Avolio, 2002). As transformational leader acts as mentor and coach so he can develops his followers' abilities by delegating tasks and secretly watching them being implemented by this he ensures the amount of support and supervision needed. Behling, (1996) articulated that the positive effect of individualized consideration and transformational behaviours lies in empowering followers. And this can be measured by the how leader is being careful to train and guide and have interest in the followers' needs for development and growth (Bass, 1994). Transformational leadership has been preferred due to its innovative as well as productive and supportive nature. One can observe the combination of three mechanisms in Transformational Leadership: Leaders give values to their subordinates, motivate their subordinates and influence in increasing or varying followers' needs (William, 1995).

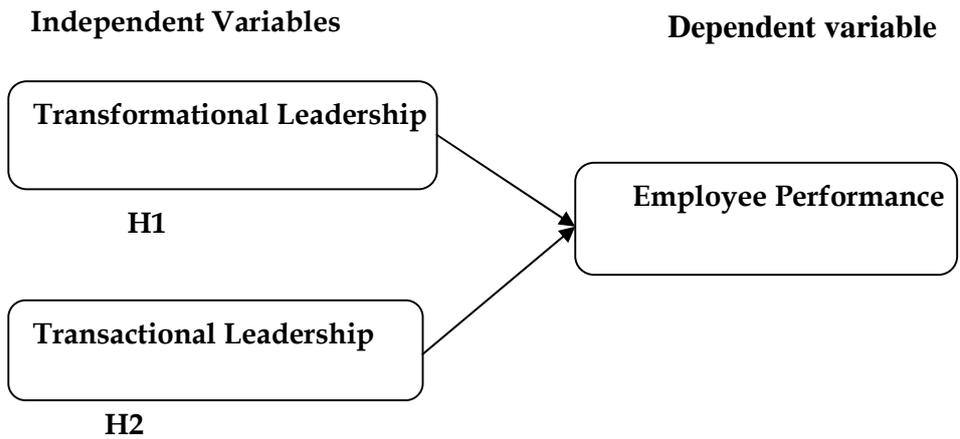
H2: Transformational leadership has impact on employee's performance.

In this research Employee Performance is dependent variable. From the initiation of globalization Manger adopts many ways to motivate their employees so that they can give better performance (Habib, Khurram & Idress, 2010). Leadership is linked with employee performance (Ogbonna & Harris 2000). The relationship between Leadership and performance is established considerable attention (Gadot,

2006). The main purpose of the every organization is to improve employee performance. Performance can also be defined as person's behaviour. Performance is divided up in terms of task and contextual behaviours. Researchers have studied employee's performance with variety of variables. One of the researcher experienced that, satisfied employees not only be the reason of increasing employee performance but also they don't think to leave organization (Open, 1986). Firms are arranging training secession for their employees, in order to enhance job performance. Except leadership this is also important to understand the effects of leadership. Because, leadership is a significant parameter for improving an organizational performance. Effective leadership is a great source of management development and has nonstop advantages for organizational improvement (Avolio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001). For example, with the help of transactional leadership we can achieve our current goals more professionally if we guarantee that employees have enough resources for performing a job (Zhu, Chew and Spengler, 2005). Visionary leadership create a tactic vision of some future state .communicate that ,vision though model and symbol build dedication towards the vision. (Avolio, 1999; Mc Shane and Von Glinow, 2000). And they purpose that leadership with the symbol will result in cohesion, assurance, faith, motivation and hence performance in the new organization environment said by some scholars likes Zhu *et al.* (2005). (Avolio, Waldman, & Einstein, 1988; Waldman, Bass, Yammarino, 1989) articulated that leadership also effect employee performance which controls them. There are two main leaderships that influence the employee performance in the organization. They are transactional and transformational. They differ in their hypothesis, about the central inspiration for the work.

Depending upon the belief, civilization values, employees can be classified into two categories. One type of employees is more concern with the material gain while others are reluctant and more interested in spiritual development and value satisfaction (Campbell, 1990). So, this point out that leadership styles within the organization affects the employee work performance. For improving performance a right leader can make an effective organization and can heighten up the performance. The positive effect of transformational leadership on organizational outcomes such as Employees' pleasure, subjective and objective performance indicators is well recognized. Besides these positive impacts possible negative costs or downside risks need to be considered. While transformational leaders inspire followers to "performance beyond expectations"

Theoretical Framework:



Hypothesis

H1: "Transactional leadership has impact on employee's performance"

H2: "Transformational leadership has impact on employee's performance"

Material and Methods

Measures: Data related to leadership style was collected by using a multifactor leadership questionnaire, adopted from (Avolio, 2004) three questions for transformational leadership style and two questions from LMX-7 (Graen, 1995). Yammarino and Bass (1990) have proved the content and concurrent validity of the MLQ. Bass and Avolio (1997) also reveal the construct validity of the MLQ. Multifactor leadership questionnaire was also used to measure transactional leadership style developed by (Avolio B. , 2004) having 2 items. While employee performance questions were adopted from (Brayfield, 1951).A five point likert scale was used with 1 representing strongly disagree and 5 representing strongly agree. The questionnaires were personally distributed to respondents working as managers posted at managerial positions in banks.

Participants: For this study we select the population of Gujranwala region, Pakistan. A total of 150 questionnaires were distributed to the managers of banks, out of which 85 were received back making response rate of 56.6%.

The sample survey questionnaire included a total of 26 questions, of which 12 questions were based on transformational leadership style, 8 questions on transactional leadership style and rest 6 questions based on employee performance. The 26 questions based on transformational leadership style paying attention on factors such as building confidence, acting with integrity, inspiring others, motivating innovative thinking and mentoring others. The 8 questions related to transactional leadership style were based on factors such as reward

achievements and monitoring mistakes. The results were analysed in percentages of response and inferences were drawn out.

Description

Age	
Age	Frequencies
20 TO 30	38
31 TO 40	22
40 AND ABOVE	25

Gender	
Gender	Frequencies
MALE	77
FEMALE	8

Organization	
Organization	Frequencies
PUBLIC	11
PRIVTE	73

Tenure	
Tenure	Frequencies
less than one year	4
1 to 2 years	15
2 to 3 years	13
3 to 5 years	20
5 to 10 years	16
More than 10 years	17

Results and Discussion

Table 1: Correlations

	Transactional	Transformational	Performance
Transactional	1	.561**	.362**
Transformational	.561**	1	.497**
Performance	.362**	.497**	1

** . Correlation is significant at the 0.01 level (1-tailed). n=85

The correlation indicates that employee performance is strongly correlated with the transformational leadership style that is .497** similarly the transactional leadership is also positively correlated with team performance that is .362**.

**Table 2
Regression analysis**

Model	t	B	Significance
Transactional	1.058	.141	.293

Transformational	3.732	.567	.000
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Dependent Variable: performance

Regression analysis indicates that the value of R square is .257 which indicates that it is significant, which means that 26% creates an impact on dependent variable is used in this study While 74% variation remained unexplained due to some unknown variables. Although it's weak model but it has significant impact on dependent variable. Transformational leadership has more impact on performance as its beta value is more than transactional leadership style.

Analysis

H1: Transactional leadership has impact on employee performance

H1- Accepted as the result shows that transactional leadership is correlated with employee performance as above table of correlation analysis indicates that transactional leadership is positively correlated with employee performance and in regression analysis value of t is less than 2 (i.e.1.058) so it is proved that Transactional leadership is positively associated with employee performance

H2: transformational leadership has impact on employee performance

The result clearly indicates that transformational leadership is correlated with employee performance more than transactional leadership. Above table of correlation analysis shows that transformational leadership is strongly connected with employee performance and in regression analysis value of t is greater than 2 (i.e. 3.732))it is lump sum that Transformational leadership is positive and strong impact on employee performance so, H2-Accepted also.

Conclusion

This study was based to determine leader ship style whether it is Transactional or Transformational leadership, leadership style can increase the performance of Employees working in banks of Pakistan. The results shows that hypothesis 1 (H1) has positive relationship with employee performance with .362**but level of significance of transformational was strong positive i.e. .497**then transactional leadership with respects to employee performance. Although power distance and uncertainty is high in Pakistani culture where transactional leadership is more suited in order to achieve targets. Ahmed (1996) also point out that Pakistan is bureaucratic state where command and control rules, so employees are also habitual of transactional leadership style and they assume themselves that their leader will be strict and follows rules and regulation so most of the private organization prefers to motivate their employees by using Transactional rewards such as promotion, bonuses and punishments etc. Now with the passage of time, the transformational leadership style becomes more famous as abovementioned that .497**correlation exists between transformational leadership style and employees performance which is strong positive relationship. These results also

indicating that employee performance is heavily depending on leadership and it can play a vital role in determining the performance of employees, so organization must carefully investigate, what kind of leadership they should adopt if they want to increase employee performance and the result showing us that organizations must choose Transformational leadership style so that employee performance can be increased and by applying correct leadership style employees are motivating to give performance according to their expectations.

Implications and Recommendations

This research is tremendously important for managers of banks while supervising the employees or subordinates because it may help them to understand and to adopt a right leadership style to increase the performance of the followers. It is suggested that organization should execute the mix of both transactional and transformational leadership style according to the certain situation and nature of task allocated to employees. After analysing the data, it is suggested that for routine task organization should implement transactional style of leadership and when there is complexity in job and interrelated tasks transformational leadership style should be used. Transformational leaders will transform the needs, values, preferences and ambitions of the followers from the self-interest to collective interests. Findings of the report show that transactional leadership is mainly related to rewards and punishments. Survey analysis verifies that a transformational leadership style of bank managers will boost employee's morale. The qualities of this leadership style are step towards higher level needs of followers and result in feelings of motivation and satisfaction. This finding is articulated by the leadership researchers (e.g., Bass & Avolio, 1990). The value addition and ethics that managers will give to juniors will be shown in their general positive attitude toward work and working conditions, which in turn increases performance. It was observed that employees were getting awareness from their supervisors. Though transactional leadership style still exists in major form in Pakistani culture but overall the management should take into consideration transformational leadership. The advantages of the transformational leadership observed in the survey increases employees commitment, increase in trust in leadership and stronger connection with the vision of the banks. There are other positive outcomes in the nature of improved employee-leader relationship that provides suggestions for improvements and able to converse the beliefs of the management. These banks should present a detailed plan and states the best path toward achieving the mission. Under the enhancement for the system, counselling is the way that takes the bank to next level. The most important issue is who is to be mentored. This may not be an easy thing to work out. It is also important for the manager to bring team aligned with the company's objectives. If he truly wants the outcome of its creativity to be successful, he should motivate the team. Manager should have potential to tie together the talent of the team member's best. Manager should change their mind in favour of a team member's ideas and actively involve the team and takes their suggestions. Manager should inspire employees by giving

importance to their work and making them feel important to their organization. This style of leadership helps people to determine what is right and wrong, relevant and irrelevant in the organization. Managers should surpass their individual interest to maintain the integrity, trust and respect of employees by the behaviour.

Limitation and Future Research:

Instead of the distinguish findings of survey measures, there are other important limitations to the current study which demonstrates that this research is not fully decisive. First, current research mostly covers private banks although there are many Public banks currently operating in Pakistan which may demonstrate different results due to difference in their settings. The difference between private and government owned banks may affect differently on leadership style and there may be some important variables missing which have positive impact on employee performance. So, while conducting a future research these facets should be kept in mind by doing so this can give more valuable results.

Secondly, since all samples included were collected by managers of private banks through questionnaires, there was no control over the uniformity in the method employed for survey paperwork. There may be some reasons of inaccurate data while filling the questionnaires i.e. non-serious attitude of respondents, busyness with work or fear of information leakage leads to biasness. The lack of biases in sampling may have increased measurement error in data analysis. On the other hand, considering these limitations, the current study provide with some direction to carry out future research in different directions for assessing different leadership styles which will increase employee performance in an organization. Our survey covers only two types of leadership styles i.e. transactional and transformational; but researchers can also study other leadership styles like laissez-faire style, servant style and can find suitable leadership style which plays an important role for enhancing employee performance.

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