



A Study on Impact of ‘Intellectual Stimulation Dimension of Transformational Leadership’ on Employee Job Satisfaction

¹Mr. Rajani Panchkaran Gaganmale, ²Dr. Shubhi Nigam, ³Dr. Aditya Upadhyay

¹Research Scholar, ²Assistant Professor-Faculty of Management-RNTU, ³Associate Professor-MGU

¹Department of Management,

¹Rabindranath Tagore University, Bhopal, Madhya Pradesh, India

ABSTRACT

The objective of this research study is to analyse the impact of ‘Intellectual Stimulation dimension of Transformational Leadership Style’ on employee job satisfaction working in one of the multinational engineering services companies in Bengaluru city. The name of the organization is withheld for the purpose of confidentiality. Transformational leadership is the innovative approach of leadership which emphasizes on personal and professional growth, encourages all employees to think creatively in developing solutions to long lasting organizational challenges. Transformational leaders play a strong role of innovator, mentor, and supporter through their four dimensions/elements of transformational leadership - Idealised Influence, Intellectual Stimulation, Inspirational Motivation, and Individualized Consideration. This study emphasizes on Intellectual Stimulation dimension of transformational leadership style. Transformational Leaders create a diverse and open environment, within which they encourage others to innovate and to form new ideas for the organisation and themselves. They seek other paths to goals which stray from the norm and openly push others to challenge their own beliefs and values, as well as those of the company. They encourage team members to explore new ways of doing things and look for new opportunities to learn. Therefore, Intellectual Stimulation dimension can play such an influential role in organizational growth. On the other side, employee job satisfaction is the feeling and attitude people have towards their jobs and different aspects of their jobs. When people have pleasant and positive attitudes towards their job, that’s when they are satisfied with their job, but when people have unpleasant and negative attitudes towards their job, that’s when they are dissatisfied with their job.

This study emphasizes on to investigate the impact of ‘Intellectual Stimulation dimension of transformational leadership style’ on employee job satisfaction by means of a descriptive and analytical methodology. Quantitative research design is adopted. The quantitative study applies a survey type of research design. Simple random technique is used to select the sample of total workforce. A structured questionnaire is utilized to obtain primary data from the participants. 118 employees from five different domains participated in the study. Out of which 102 participants responded showing 86.4% response rate. The Multifactor Leadership Questionnaire (MLQ) developed by Bass (1997) is used to measure ‘Intellectual Stimulation’ dimension of transformational leadership. A 5-point Likert scale is used from Strongly disagree (1) to Strongly agree (5). The Minnesota Satisfaction Questionnaire (MSQ) is used to measure the level of satisfaction among employees with a scale from very dissatisfied (1) to very satisfied (5).

The collected primary data is analysed using descriptive statistics. Pearson correlation analysis is used to test the hypothesis. This study revealed that there is a highly significant and positive relationship between ‘Intellectual Stimulation dimension of transformational leadership’ and employee job satisfaction. Intellectual Stimulation positively impacts on employee job satisfaction. The result of this study concluded that if leaders adopt ‘Intellectual Stimulation dimension of transformational leadership’ they could get better satisfied and committed employees for the organization which will help to achieve organizational goals. Outcome of this research will be beneficial to such organizations who are still following traditional leadership styles. It will be a good insight to them, why there is a need to bring transformation in the leadership and how much it is necessary and going to impact to keep employees satisfied in their job, to achieve organizational goals.

Index Terms – Intellectual Stimulation, Employee Job Satisfaction, Transformational Leadership, Leadership Styles, Leadership.

1. INTRODUCTION

Leadership is considered as a widely discussed topic in the literature. Leadership has been playing a crucial role since many organizations are in a constant struggle to be increasingly competitive. Leadership is a critical function of management which helps to maximize efficiency and to achieve organizational goals. "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."- Northouse (2004). The word leadership has been described in terms of the position,

personality, responsibility, influence process; instrument to achieve a goal, behaviours (Limsila & Ogunlana, 2007). Now effective leadership has more to do with the leadership style. There are several varieties of leaders. Thus, it is difficult to choose the specific type of leadership styles and mention that it will suit all the contexts. The selection of the right style of leadership depends on the context, situation, and followers. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippit, White, 1939).

The past 50 years have witnessed extensive international research in the field of leadership. There has been such an overwhelming focus from researchers because leadership issues are vital for organizational success (Kumar and Kaptan, 2007). Without effective leadership, it is difficult for organizations to sustain profitability, productivity, and a competitive advantage. In recent years, leadership styles have become an important topic of study in the management field, and many researchers consider leadership style as an important variable in influencing how members of an organization function. Subsequently, leadership style has also been found as an important predictor of an organization performance (Bass et al., 2003)

Earlier trait theories up to 1940's assume that successful leaders are born with certain natural qualities, which differentiate them from their followers (Bryman, 1993). The difficulty in classifying and validating these characteristics led to behaviour theories. In the late 1940's to late 1960's behavioural theory became dominant advocating that effectiveness in leadership has to do with how the leader behaves (Hersey, 2001). This theory shifted the prominence away from the characteristics of the leader to the behaviour and style the leader adopted (Ignore the role of situational factors and that effective leadership is dependent upon the situation) gave rise to the "situational" and "contingency" theories of leadership (Fiedler, 1967). They suggest that effective leadership is dependent on leader's diagnosis and understanding of situational factors, followed by the adoption of the appropriate style to deal with each circumstance (Bryman, 1993). Recent studies on leadership proposed the full range leadership model, also known as transformational-transactional leadership theory. Transactional leaders are said to be instrumental and frequently focus on exchange relationship with their subordinates (Bass and Avolio, 1993). In contrast, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Howell and Avolio, 1993).

The most discussed and researched leadership styles in the last five decades are transactional and transformational leadership styles. This study is more about intellectual stimulation dimension of transformational leadership style and its impact on employee job satisfaction.

2. TRANSFORMATIONAL LEADERSHIP

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns in his 1978 book Leadership. He stated that transformational leadership could uphold followers from a lower to a higher level of needs, which agrees with Maslow's hierarchy of needs. According to Burns, transformational leadership can be seen when leaders and followers make each other to advance to a higher level of motivation and moral. Through the strength of their personality and vision, transformational leaders are able to inspire followers to change, perceptions, expectations and motivations to work towards common organizational goals.

Later, researcher Bernard M. Bass (1985) extended upon Burns' original ideas to develop what is today referred to as Bass's Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass stated, garner respect, trust, and admiration from their followers. Bass explained how transformational leadership impacts followers' motivation and performance.

3. DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP

In Bass's interpretation, he identified four separate dimensions/aspects/elements of Transformational Leadership, which are also known as the 4 I's of transformational leadership.

1. **Idealized Influence (II):** It is defined as having transformational leader who act as a strong role model for their organization and leads by example. They engage in high standards of ethical behaviour. They provide a clear vision and a sense of belonging which encourages individuals to buy into the long-term objectives of the organisation and drives them to achieve their own goals. These leaders are deeply respected by their team due to the example that they set for others.
2. **Intellectual Stimulation (IS):** It is defined as having a transformational leader who encourages innovation and creativity, as well as critical thinking and problem-solving. Transformational Leaders create a diverse and open environment, within which they encourage others to innovate new ideas for the organization. Transformational leaders enable the followers to solve problems associated with the work and they appear to be more knowledgeable regarding dealing with work challenges.
3. **Inspirational Motivation (IM):** This dimension of transformational leader is defined by the leader's ability to motivate and inspire team members through the strength and clarity of their vision. Transformational leaders have a clear vision that they can articulate to followers. They play an important role in improving performance, by working to raise through team morale through motivational techniques and acting as inspiration for their followers.
4. **Individualized Consideration (IC):** This is one of the key traits of transformational leader having the ability to transmit a sense of the larger culture to the individual, giving employees a feeling of ownership in organizational goals and independence in the workplace. To foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of the unique contributions of each follower. Transformational Leaders actively work to create a diverse and supportive environment, where individual differences are respected and celebrated. They will know each of their followers individually and will happily listen to any concerns or needs that their team members may have.

Each of the four dimension describes characteristics that are of great importance to the “transformation” process. When leaders are strong role models, supporters, innovators, and mentors, they are utilizing the four dimensions to change their associates into more productive and successful individuals. Northouse (2001) stated that transformational leadership is a process that causes change in individuals and social systems. Furthermore, he showed that leaders who exhibited transformational leadership are the ones who were more effective and reached performance beyond expectations (Northouse, 2001).

4. INTELLECTUAL STIMULATION:

Intellectual stimulation dimension of transformational leadership is the leader’s ability to encourage innovation and creative capabilities into employees as a way of building their critical thinking and problem-solving skills. In other words, Intellectual stimulation is the process of stimulating and challenging the minds of your followers, by encouraging them to question assumptions, seek innovative solutions and explore new ideas. Transformational leader removes the “fear factor” from work, by emphasizing the opportunities to grow and learn, rather than focusing on the outcomes of the efforts. They empower employees to constantly be learning and looking for and acting upon opportunities, rather than playing it safe. As a transformational leader, intellectual stimulation can help to develop a more agile and adaptable mindset, as you seek feedback, learn from mistakes, and experiment with new approaches.

5. EMPLOYEE JOB SATISFACTION:

Employee job satisfaction has been extensively studied and considered as dependent and independent variable in many research areas. The job Satisfaction (Hoppock, 1935) defines as any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with a job. Job satisfaction has been called a set of favourable or unfavourable feelings and emotions with which employees view their work. Luthans (2007, p.141) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Employee Job satisfaction or dissatisfaction is affected by the relation between a person’s job expectations and his/ her actual achievements. Job satisfaction includes certain aspects of satisfaction relating to pay, promotion, working conditions, supervision, organizational practices, and relationships with co-workers.

Employee Satisfaction is the feelings and attitudes people have towards their jobs and different aspects of their jobs (Spector, 1997). Spector (1997) added that employee or job satisfaction is an important concern in every organization since it focuses on both humanitarian and utilitarian perspectives. According to the humanitarian perspective, people deserve to be treated in a courteous and a pleasant manner. While the utilitarian perspective proposes that employee or job satisfaction can lead to employee behaviours that affect organizational performance. Armstrong (2003) mentioned that when people have pleasant and positive attitudes towards their job, that’s when they are satisfied with their job, but when people have unpleasant and negative attitudes towards their job, that’s when they are dissatisfied with their job.

Several research were performed during the 1950s and 1960s to analyse how managers could use their leadership skills to increase employees’ level of job satisfaction (Northouse, 2004). The quality of the leader-employee relationship has a great impact on employee self-confidence and job satisfaction. Leaders who are considerate or supportive to their subordinates lead to higher levels of employee satisfaction.

6. LITERATURE REVIEW

A review of relevant literatures reveals various relationship theories generated from their own research of ‘Intellectual Stimulation dimension of Transformational Leadership’ and employee job satisfaction.

Gelis Tarihi and others, (2020) performed research to analyse the effect of transformational leadership on job performance and job satisfaction. They selected samples from the teachers and civil servants of School personnel in Bache Province, selected by easy sampling method. 400 survey forms were planned to be filled out at all schools in the district of which 377 polls were answered completely. MLQ (5X) Transformational Leadership Scale developed by Avolio, and Bass (1995) has been utilized. The study includes a 20-expression and 5 factor transformational leadership scale with idealized influence, inspiring motivation, individual support, intellectual stimulation, and personalized attention. On this scale, 5 Likert type evaluations were made. Analyses on the data obtained from the research were performed through SPSS 24 and Amos packages. As a result of the analyses, it was found that transformational leadership had a significant positive effect on job satisfaction. The findings support the notion that transformational leaders today will help to ensure job satisfaction.

Dappa K. and others, (2019) conducted research aiming at improving the understanding of the relationship between transformational leadership style and employee job satisfaction among the banking sector employees in North Cyprus. The data were collected through a Multifactor Leadership Questionnaire (MQL) which was distributed randomly to bank employees in five districts of North Cyprus. A total of 400 questionnaires were returned and utilized to conduct regression analysis. Employees were asked questions about their perception of their manager’s transformational leadership skills. Five different scales, idealized influence, idealized behaviour, inspirational motivation, intellectual stimulation, and individual consideration were all scaled on a five-point scale; with 1 represents as “strongly disagree” to 5 represents as “strongly agree”. Employee Satisfaction was measured using a tool designed by David et al. (1967). This research findings illustrated a positive relationship between transformational leadership and employee satisfaction. This study proves that transformational leadership and employee satisfaction has maintained a positive relationship with each other.

Risambessy and others, (2012) conducted a study on the influence of transformational leadership style, motivation towards job satisfaction and employee performance. They also found a positive and significant influence. They collected the primary data by

conducting interviews, distributing questionnaires and observation techniques as well as using SEM analysis tool with 105 respondents in a hospital. The research proved that transformational leadership style with idea indicator; the influence of leader behaviour, intellectual stimulation, a consideration of the individual has a significant and positive influence towards motivation. Besides that, transformational leadership style has significant influence and positive towards job satisfaction.

Shibru and Darshan (2011) performed research and they also found a positive relationship between transformational leadership and subordinate job satisfaction in their studies of leather companies in Ethiopia. In their research 145 valid participants participated from ten sampled leather companies who responded to the survey MLQ questionnaires. They carried out Pearson correlation analysis and they found that all the dimensions of transformational leadership including intellectual stimulation are highly correlated with each other and strongly correlate with subordinate job satisfaction. The regression analysis found that transformational leadership explained 40.6% of the variance in subordinate job satisfaction. It is apparent that as transformational leadership practice increases, the subordinate job satisfaction increases as well.

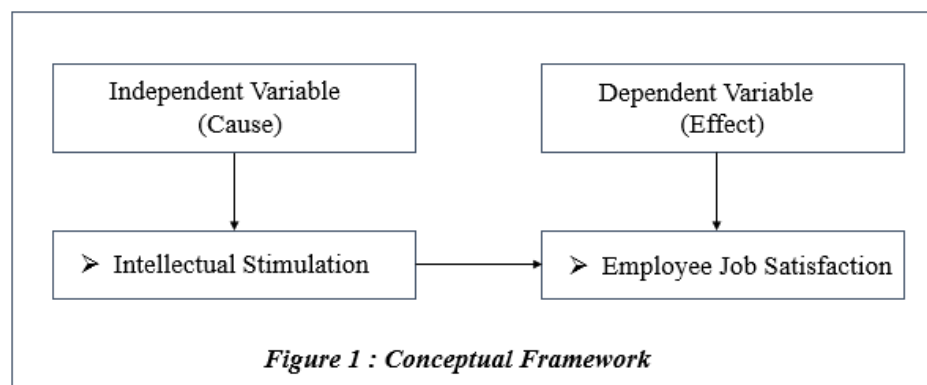
7. HYPOTHESIS

In this research study following hypotheses were developed to test.

H₀: 'Intellectual Stimulation dimension of Transformational Leadership' has no positive impact on Employee job satisfaction.

H₁: 'Intellectual Stimulation dimension of Transformational Leadership' has positive impact on Employee job satisfaction.

Conceptual Framework for the study is represented as below.



8. RESEARCH METHODOLOGY

8.1 Research Design

This study investigates the impact of 'Intellectual Stimulation dimension of Transformational leadership style' on employee job satisfaction. Primary data obtained from participants through structured questionnaires. Descriptive and analytical methodology is used. Quantitative research design is adopted. The data has been analysed using excel data analysis tool and web tool (www.statskingdom.com). The collected primary data is analysed using descriptive statistics and Pearson correlation analysis is used to test the hypothesis.

8.2 Population and sample of study

The selected sample population consist of employees working in one of the multinational engineering services providing company from Bengaluru city. The name of the company is withheld as per company's policy which is for the purpose of confidentiality. The company has around 300+ employees. Company provides wide range of engineering support for mechanical, electrical, electronic and software products. 118 employees from 5 different domains participated in the study. Out of 118, 102 participants responded to questionnaires, and this represents a return rate of 86.4%.

8.3 Research Instruments

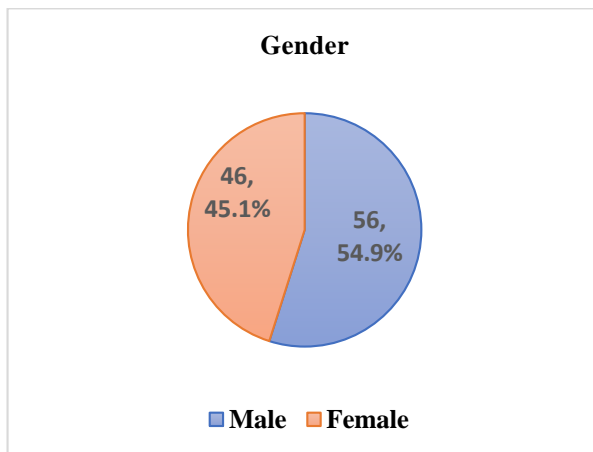
MLQ (5X) Transformational Leadership Scale developed by Avolio, and Bass (1995) has been utilized to measure ‘Intellectual Stimulation’ dimension of transformational leadership. A 5-point Likert scale is used from Strongly disagree (1) to Strongly agree (5). The Minnesota Satisfaction Questionnaire (MSQ) is utilised to measure the level of satisfaction among employees with a scale from very dissatisfied (1) to very satisfied (5).

9. DATA ANALYSIS AND INTERPRETATION

9.1 Demographic Analysis

Demographic information of the study exhibited is as below.

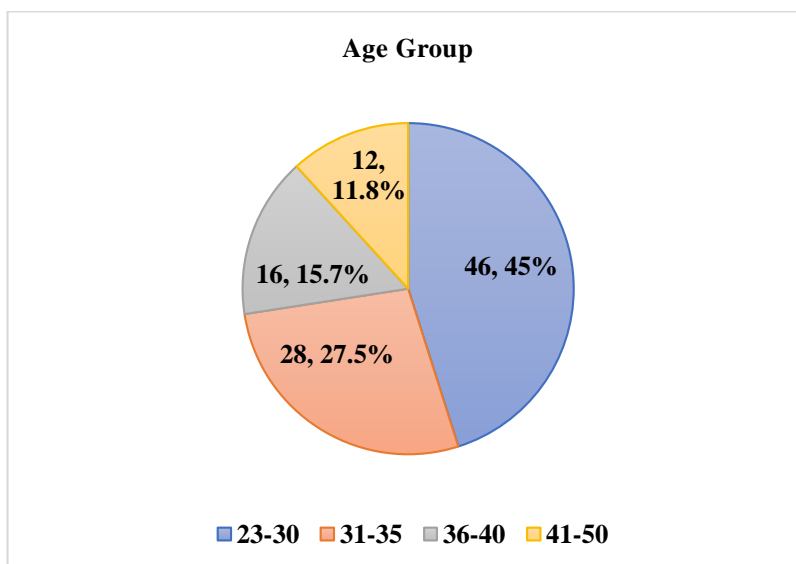
9.1.1 Gender of the Respondents



Graph 1: Gender

Interpretation: Out of 102 employees who responded, 54.9% are males and 45.1% are females.

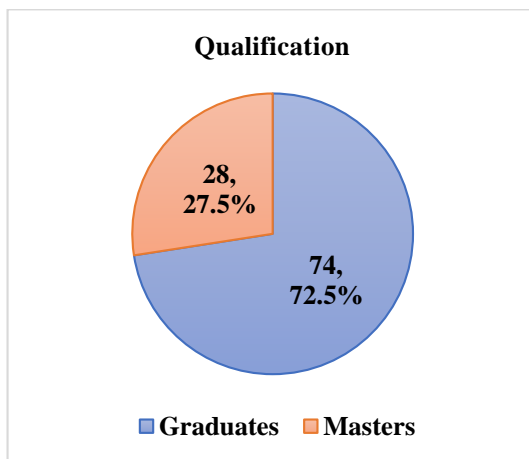
9.1.2 Age group of the Respondents



Graph 2: Age Group

Interpretation: Out of 102 employees who responded, 45% employees belonged to 23-30 years of age group whereas 27.5% of employees were between 31-35 years of age and 15.7% of employees belonged to 36-40 years of age. Only 11.8% of the respondents belonged to the age group 41-50.

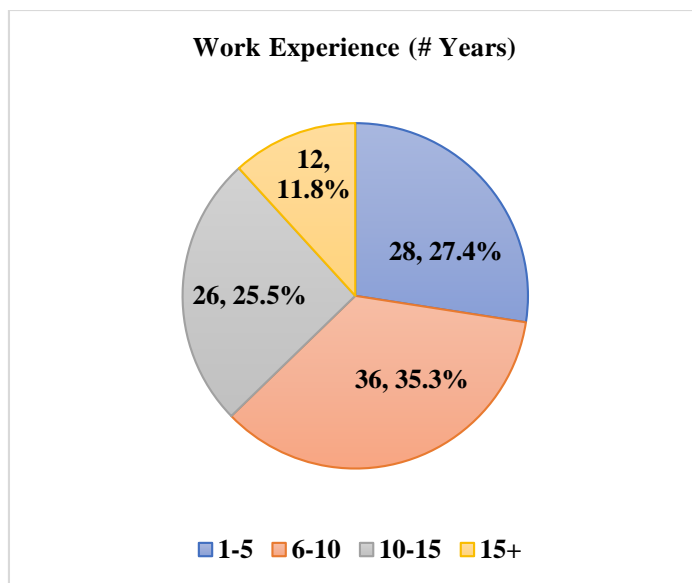
9.1.3 Qualification of the Respondents



Graph 3: Qualification

Interpretation: Out of 102 employees who responded, 72.5% are graduates and 27.5% are having master’s degree.

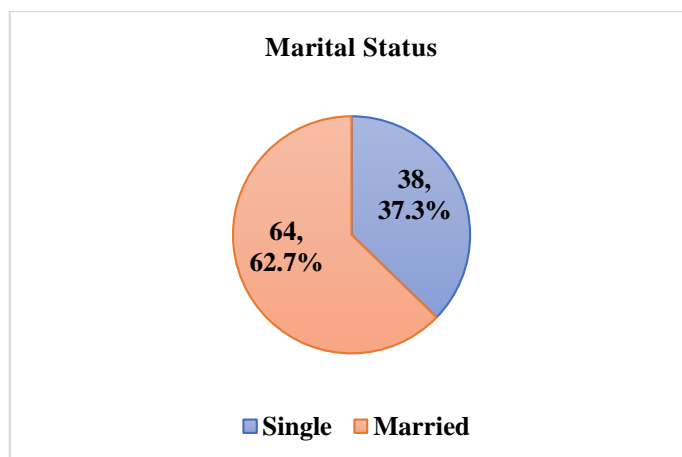
9.1.4 Work Experience of the Respondents



Graph 4: Work Experience

Interpretation: Out of 102 employees who responded, 27.4% employees having work experience between 1 to 5 years. 35.3% employees having work experience between 6 to 10 years whereas 25.5% employees having work experience between 10-15 years and 11.8% employees have 15+ years of work experience.

9.1.5 Marital Status of the Respondents



Graph 5: Marital Status

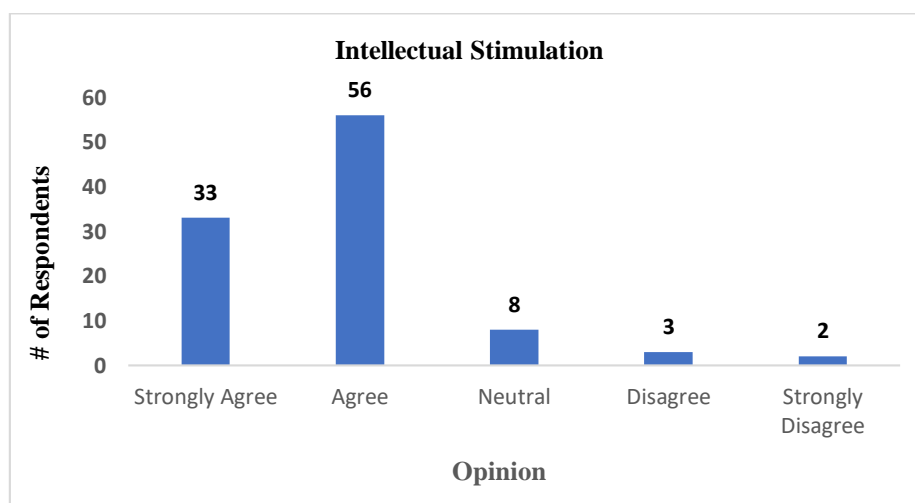
Interpretation: Out of 102 employees who responded, 62.7% are married and 37.3% are single.

9.2 Descriptive Analysis

9.2.1 Question: Intellectual Stimulation: I find something interesting in most of the tasks I perform, and I keep generating good ideas frequently to improve the organization.

Opinion	# of Respondents	%
Strongly Agree	33	32.4%
Agree	56	54.9%
Neutral	8	7.8%
Disagree	3	2.9%
Strongly Disagree	2	2.0%
Total	102	100%

Table 1: 'Intellectual Stimulation' Opinion



Graph 6: 'Intellectual Stimulation' Opinion

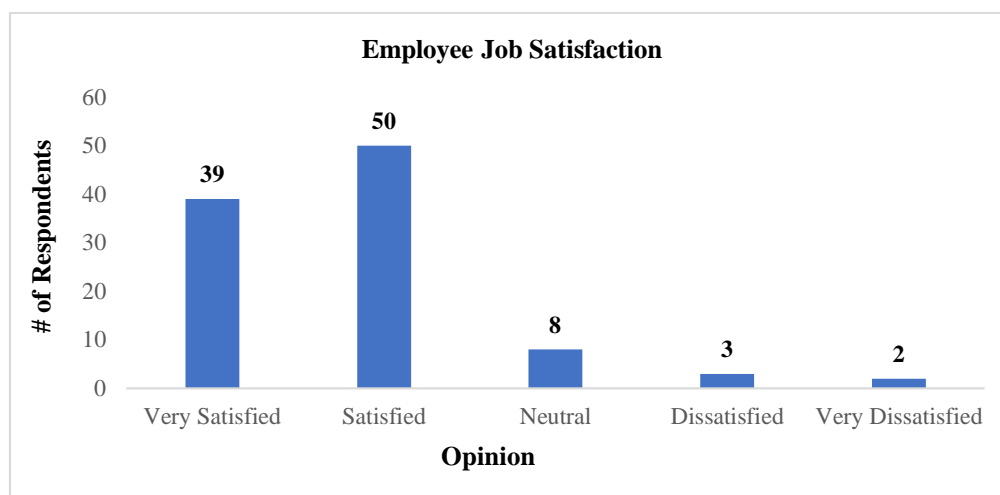
Interpretation: The opinion collected related to Intellectual Stimulation indicates that 32.4% employees who responded are 'Strongly Agree', 54.9% are 'Agree', 7.8% are 'Neutral' on opinion whereas 2.9% are 'Disagree' and 2% of the employees are 'Strongly Disagree'.

‘Strongly Disagree’.

9.2.2 Question: Employee Job Satisfaction: How much you feel satisfied with your current role and at your workplace? How much you are satisfied to stay long with your organization?

Opinion	# of Respondents	%
Very Satisfied	39	38.2%
Satisfied	50	49.0%
Neutral	8	7.8%
Dissatisfied	3	2.9%
Very Dissatisfied	2	2.0%
Total	102	100%

Table 2: ‘Employee Job Satisfaction’ Opinion



Graph 7: ‘Employee Job Satisfaction’ Opinion

Interpretation: The opinion collected related to Employee Job Satisfaction indicates that 38.2% employees are ‘Very Satisfied’ with their job, 49% are ‘Satisfied’ and 7.8% are Neutral on their opinion. 2.9% employees are ‘Dissatisfied’ with their job whereas 2% of the employees are ‘Very Dissatisfied’.

9.2.3 Descriptive Statistics

The mean values of Intellectual Stimulation and Employee Job Satisfaction are represented in below table. The 4.19 mean value for employee job satisfaction describes the satisfaction of employees with different dimensions of their job. The results show positive attitudes of employees towards their job, which means employees are very much satisfied with their job. The 4.13 mean value of ‘Intellectual Stimulation dimension of transformational leadership’ explains employees’ views about a team oriented and visionary leadership style of the leader. Results shows that employees are very satisfied with their leaders.

Intellectual Stimulation and Employee Job Satisfaction	Mean	Standard Deviation
Intellectual Stimulation	4.13	0.829
Employee Job Satisfaction	4.19	0.853

Table 3: Descriptive Statistics

9.3 Correlation Analysis

The relation between ‘Intellectual Stimulation dimension of Transformational leadership’ and Employee job satisfaction was investigated using Pearson correlation coefficient. The results of the correlation between Intellectual Stimulation and overall employee

job satisfaction are shown in the below table. The *p-value* is very low than significance level ($\alpha = 0.05$) hence the null hypothesis H_0 is rejected. Hence, alternative hypothesis H_1 of this study is supported and accepted. The result shows that there is highly significant, positive relationship ($r = 0.961 > 0.5$) between ‘Intellectual Stimulation dimension of Transformational Leadership’ and employee job satisfaction.

Correlation coefficient between Intellectual Stimulation and employee job satisfaction.	
Source: The Author, based on statistical analysis using web tool (www.statskingdom.com)	
<i>p = 0, p < α (0.05), Hence H_0 is rejected & H_1 is accepted.</i>	
Independent Variable Intellectual Stimulation	Pearson Correlation Coefficient
Intellectual Stimulation	Sig. (2-tailed) r = 0.961

Table 4: Correlation Analysis

10. DISCUSSION AND SUMMARY

The hypothesis of this study predicts a significantly positive relationship between ‘Intellectual Stimulation dimension of transformational leadership’ and employees job satisfaction. This result supports several previous studies performed by different researchers. (Gelis Tarihi and others, 2020; Dappa K. and others, 2019; Risambessy and others, 2012; Shibru and Darshan, 2011). The findings of the study support the hypothesis and prove that by adopting ‘Intellectual Stimulation dimension of transformational leadership’, leaders can achieve more satisfied employees. If employees are satisfied with their jobs, they will perform better which will lead organization towards productivity and performance and hence success. From the results it is found that the leaders of the organization selected for this study are practicing transformational leadership as well. The results of this study concluded that if leaders adopt ‘Intellectual Stimulation dimension of transformational leadership style’, they could get better satisfied and committed employees for the organization.

11. RESEARCH PROSPECTS FOR FUTURE RESEARCH

India is one of the fastest growing economies in Asia. Several organizations outside India have been evincing interest in the IT hub like Bengaluru. Scholars are paying more attention to transformational leadership because of its differences with traditional leadership styles. Below are some research prospects for future research.

1. Not much research has been done so far to throw light on Impact of all dimensions of transformational leadership on employee job satisfaction in engineering services industry in Bengaluru city.
2. In this research, considered relatively small sample size which affects the reliability of a survey’s results. So here we have an opportunity to conduct research in this area with proper sample size.
3. Selected participants for the study from one of the Bengaluru based multinational engineering services industry. There is an opportunity to consider research with proper sample size from 4-5 different organizations in the Bengaluru city. To effectively use generalization in research, at the very least, the sample must be representative of the diversity of the population. This leads to a good prospect for our research considering diversified population.
4. In this research only lower management and below employees are considered while selecting the sample. Here we have opportunity to conduct the research on participants from all hierarchy which will give more reliable and illustrative result.
5. Undergraduates and employees having age 50+ years were not part of this research. It would be interesting to see how their opinions differ and impact on the research.

12. REFERENCE AND BIBLIOGRAPHY

- [1]. Armstrong, M.& (2003). “A Handbook of Human Resource Management Practice”, (9th ed.), Kogan Page, London.
- [2]. Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (MLQ). Mind Garden, 29.
- [3]. Bass, B.M & Avolio, B.J (1993). Transformational leadership: A response to critiques. In M.M.

- [4]. Bass, B. M., & Riggio, R. E. (2014). *Transformational leadership* (2nd ed.). New York: Routledge.
- [5]. Bass, B.M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.
- [6]. Burns, J. (1978). *Leadership*. New York: Harper & Row.
- [7]. Bryman, A. (1993) *Charisma and leadership in organizations*. London: Sage Publications.
- [8]. Dappa, K., Bhatti, F., & Aljarah, A. (2019). A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment. *Management Science Letters*, 9(6), 823–834.
- [9]. Fiedler, F.E. (1996). Research on Leadership Selection and Training: One View of the Future, *Administrative Science Quarterly*, Vol. 41, pp 241–50.
- [10]. Geliş Tarihi, Kabul Tarihi, Makale Turu (2020). Effect of Transformational Leadership on job performance and job satisfaction. *Osmaniye Korkut Ata University, Journal of Economics and Administrative Sciences*, Vol: 4, Issue: 1, June 2020, pp. 56-67.
- [11]. Hersey P., Blanchard, K.H & Johnson, D.E. (2001). *Management of organisational behaviour: Leading human resources*. Englewood Cliffs: Prentice-Hall.
- [12]. Hoppock, R. (1935). *Job Satisfaction*. New York: Harper
- [13]. Howell, J.M. and Avolio, B.J. (1993). Transformational Leadership, Transactional Leadership, Locus of Control and Support for Innovation: Key Predictors of Consolidated-Business Unit Performance. *Journal of Applied Psychology*, Vol.78, No.6, pp.891-902.
- [14]. Kumar, C. R. (2007). *The leadership in management: Understanding leadership wisdom*. APH Publishing.
- [15]. Lewin, K., Lippit, R., & White, R. K. (1939). “Patterns of aggressive behaviour in experimentally created social climates,” *Journal of Social Psychology*, 10, pp. 271-301.
- [16]. Limsila, K.; Ogunlana, S.O. (2007). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, 15(2): 164-184.
- [17]. Luthans, F. (2007). *Organizational Behaviour*. New York: McGraw-Hill.
- [18]. Northouse, P. (2004). *Leadership theory and practice* (3 Eds.) Thousand Oaks, CA: Sage Publishing.
- [19]. Risambessy, A., B. Swasto, A. Thoyib and E.S. Astuti, 2012. The Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance, *Journal of Basic and Applied Scientific Research*, 2(9): 8833-8842.
- [20]. Shibru, B. and G.M. Darshan, 2011. Effects of Transformational Leadership on Subordinate Job Satisfaction in Leather Companies in Ethiopia. *International Journal of Business Management and Economics*, 2(5): 284-296.
- [21]. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.