

Impact of Transformational Leadership over Employee Morale and Motivation

Surya Rashmi Rawat*

Symbiosis Law School, Symbiosis International University, Pune, India; rawatsuryarashmi@gmail.com

Abstract

Leading a group is not a big deal. What it needs is just the desire to lead. From time immemorial when man was a forest dweller or a nomad to this day when he considers himself to be more civilized, more mature and more sophisticated, someone or the other had always been leading him. Some followers simply follow without questioning where as others don't follow you till such time all their questions are answered. Depending upon the kind of followers we can exercise different styles of leadership ranging from autocratic, democratic, laissez faire to Transformational Leadership.

The Transformational Leaders motivate their followers to exceed performance expectations by transforming their attitude, beliefs and behavior.

Through this paper an attempt has been made to study the impact of transformational leadership over employee morale and motivation if any.

The study in hand is based on Primary data collected from Pune city (India), through a survey of 378 people.

The secondary sources like books, journals, newspapers and articles published in the websites were also referred.

Towards the end, the researcher found that there is a significant relationship between transformational leadership and employee's morale & motivation.

Keywords: Different Styles of Leadership, Employee, Morale, Motivation, Transformational Leadership

1. Introduction

Leadership is the ability of influencing people so as to achieve the objectives of organization in most efficient and effective manner. It may be done in various ways. Leaders may employ various styles and different instruments to accomplish this process. This process called leadership uses different kinds of incentives to allure people to achieve the organizations objective. These incentives understood generally as motivators may take any shape; monetary or non-monetary and are allocated to the people or employees in accordance with the respective requirements and preferences of employees or followers.

1.1 Transformational Leadership

Transformational leadership can inspire positive changes amongst the followers. These leaders are generally full of energy, enthusiasm, and passion. Their concern is not restricted to themselves and their process alone but is also extended towards the welfare of every single individual in the group to generate better performance.

James MacGregor Burns⁷ was the first one to introduce this concept in his research on political leaders. He observed that it is a process where “leaders and followers help each other to advance to a higher level of morale and motivation”. He gave two concepts: “transforming leadership”

*Author for correspondence

and “transactional leadership”. He said that the transforming tactic reshapes the perceptions & values, and alters the outlooks and aspirations of workmen. Transactional leaders work in the existing culture while transformational leaders tend to change organizational culture.

1.2 Evolution of Transformational Leadership

According to Lewis, PV¹⁴, the objective of transformational leader is to transform individuals and institutions by changing their thoughts and emotions; widening foresightedness and potential to grasp. It clarifies the objectives and hence synchronizes the behavior of individuals with the expected organization culture. The changes so introduced are relatively permanent.

Avolio and Bass² classified the transformational leadership skills as four I's i.e., Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration.

2. Review of Literature

Many authors have studied the influence of leaders' behavior in enhancing the job commitment and its impact over the organization's performance^{4,9,13,17,17}.

Managers in an organization must carefully watch their leadership styles. They must behave in accordance with the managerial level they are interacting with. If leadership behavior does not match organizational requirements we must immediately take corrective measures so as to ensure organizational success in changing business environment⁸.

According to Sahgal and Pathak¹⁶, different experiences in life craft the leadership traits in us. The organizations offering greater emphasis on training & development of subordinates tend to be more effective and efficient. They also observed that the leaders in this study showed a great concern towards both the task and the people.

Ji Hoon Song¹² observed that employees' level of work engagement strongly influences the innovation and creativity in their performance. According to them other authors too have observed the similar results^{1,10} and its relationship with the job involvement and commitment of the workers^{3,5,11,13}.

According to Givens¹⁵, trust strengthens the bond between transformational leaders and their followers. Transformational leadership depends upon the employ-

ee's perception of leader's efficacy and higher levels of motivation.

According to some studies women are more transformational than male and are thus more likely to make effective leaders.¹⁹

Organizations now a days value employee who is meticulous, diligent, honest, show exemplary spirit de corps and who understands that the personal interests are subservient to the organization's good. Transformational leadership can inculcate such behavior amongst the employees⁶.

2.1 Objectives of the Study

The basic objective of this research paper is:

- To understand the concept of transformational leadership.
- To identify different factors through which the transformational leadership can be implemented.
- To study the impact of gender over implementation of transformational leadership.
- To study the impact of transformational leadership over Employee morale and motivation.

2.2 Hypotheses

Through the research in hand following hypothesis shall be tested for significance.

H₀₌₁¹ There is no significant impact of gender over transformational leadership

H₀₌₂² There is no significant impact of transformational leadership over employee morale and motivation

2.3 Research Methodology

This research is based on primary as well as secondary data. Primary data was collected through a questionnaire survey and in depth interview of a sample of 378 employees of three different educational institutions in Pune city, India (a metropolitan city with a population of over 6 million people). Of the three institutions one was more than 20 years old, the other one was four years old and the last one was just two years old educational institution. The sample comprised of teaching and non-teaching staff of these institutions.

All the responses in the questionnaire were recorded on a five point scale with the following options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree.

One way ANOVA test was also applied to test the significance of hypothesis through SPSS.

3. Findings and Discussions

Through the questionnaire survey an attempt was made to understand the perception of population towards transformational leadership and its impact over organizations effectiveness. Of the three institutions selected for study, it was found that many employees were not aware of the concept of transformational leadership. After being explained the same people showed positive attitude towards the transformational leadership. Based on the analysis and interpretation of data collected from them the following factors affecting transformational leadership were identified.

3.1 Factors Affecting Transformational Leadership

On the basis of review of literature the author understood certain factors that seem to have significant role in transactional leadership and its impact over the effectiveness of organization. Through the research in hand an attempt was made to record the responses of Pune people towards these factors.

3.1.1 Personal Characters of Leaders

Graphically these factors have been represented through Figure 1.

3.1.1.1 Leadership Style

Leadership style exercised by a leader was understood to have a bare minimum impact over the acceptance of transformational leadership. 72% of the population was of the opinion that till such time the boss is well informed, promising and holds a clear foresight and realistic ways to achieve it, what style of leadership he adopts is absolutely immaterial to them. Only a meager 18% thought that the style of leadership matters and 10% had a no comments status going with the option neither agree nor disagree.

3.1.1.2 Strong Role Models

Significant 92% of the population wanted their leaders to be strong role models with the remaining 8% also agreeing but with little less intensity. Population wanted leaders to develop strong moral values. They also expected the leader to possess strong ideas and a potential to translate those ideas to action.

3.1.1.3 Change Agents

67% expected their bosses to be the change agents who could trigger and enforce new changes within the organizations. 9% just agreed with it and 24% disagreed. This

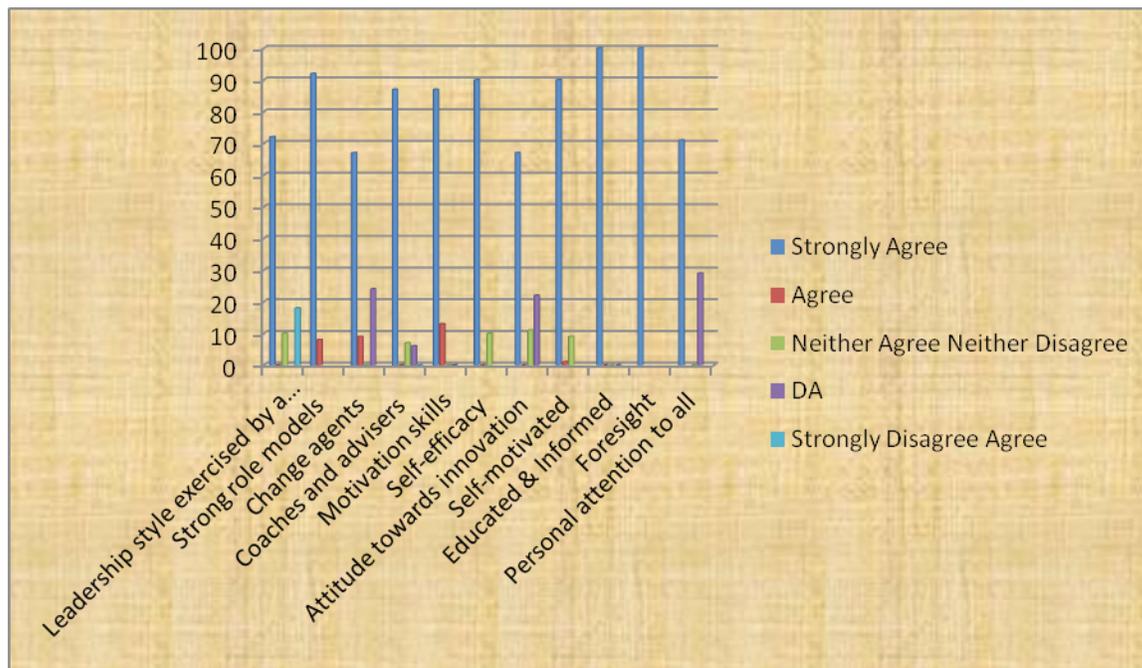


Figure 1. Personal characters of leaders.

reaction hints at the fact that probably these people are scared of the word change itself, the fear of stepping out of comfort zone scares them.

3.1.1.4 Act as Coaches and Advisers

87% strongly agreed with their bosses being their coaches and advisors, with 6% disagreeing and remaining 7% neither agreeing nor disagreeing with it.

3.1.1.5 Motivation Skills

87% strongly agreed that their leaders must possess motivational skills and the remaining 13% also agreed but with the lesser intensity.

3.1.1.6 Self-efficacy

90% of the followers strongly agreed with the leaders having self-efficacy. Probably this quality led people to have more faith on the bosses and their potential.

3.1.1.7 Attitude Towards Innovation

67% wanted their leaders to have a positive attitude towards innovation. 11% neither agreed nor disagreed and remaining 22% disagreed.

3.1.1.8 Self-motivated

90% strongly agreed with leader himself being self-inspired, motivated and enthusiastic. 1% agreed and 9% neither agreed nor disagreed.

3.1.1.9 Educated and Informed

100% expected the transformational leaders to be educated and well informed. Again this perception will create trust amidst the employee pool over their bosses.

3.1.1.10 Foresight

100% expected the transformational leaders to have Foresight. Again this perception will create trust amidst the employee pool over their bosses.

3.1.1.11 Personal Attention to all

71% strongly agreed to have personal attention for all from the bosses. Remaining 29% disagreed with it. This small proportion either does not want any interference in their family life or feel that there is no point voting for something which they perceive as practically impossible.

3.1.2 Personal Characters of Followers

Graphically these factors have been represented through Figure 2. Personal characters of followers are drawn on the basis of responses given by bosses with respect to their followers based on their experiences and interaction with them.

3.1.2.1 Job Satisfaction

89% of the bosses strongly agreed that job satisfaction is the most important thing an employee is looking for. In the

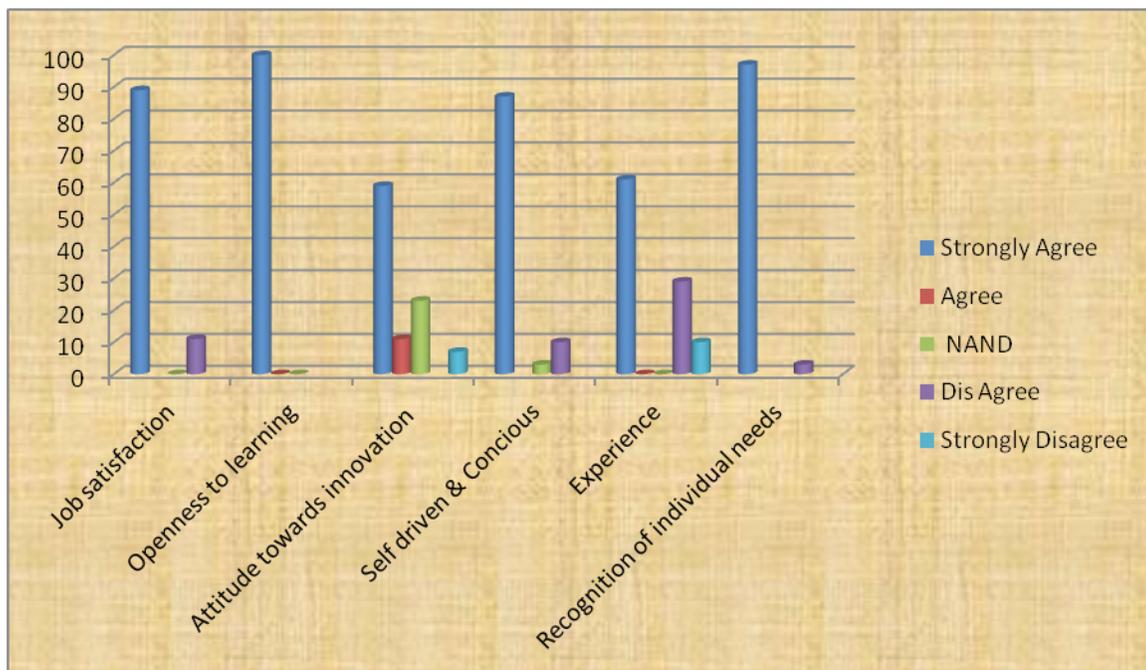


Figure 2. Personal characters of followers.

name of making job more interesting & satisfying, one can easily transform the organization. As people correlate job satisfaction with Job involvement and commitment and hence increase in productivity. Job commitment makes a person give his best towards the organization without someone's persuasion, reminders and monitoring. 11% did not agree with it. According to them job satisfaction is not the only thing which people are looking for.

3.1.2.2 Open to Learning

100% bosses strongly agreed with the employees' openness to learning as the factor facilitating transformational change.

3.1.2.3 Attitude Towards Innovation

59% strongly believed that attitude towards innovation is a must for the successful implementation of transformational leadership. 11% agreed, 23% had neither "Neither Agree nor Disagree" status, with only 7% strongly disagreeing with it.

3.1.2.4 Self-Driven & Conscious

87% of the bosses strongly agreed that subordinates must be self-driven & conscious for successful implementation of transformational leadership. 3% Neither Agree nor Disagree and 10% disagreed with it. Probably this 10% is the one who themselves exercise autocratic style

and feel that subordinates lack innovation & creativity and also that they will not work till such time they are forced to do so.

3.1.2.5 Experience

only 61% strongly agreed with the fact that subordinates with very high experience of work were less open to transformational leadership. 29% disagreed with it and 10% strongly disagreed. The bosses disagreeing must be the ones who think it's not the work experience of the subordinates but the faith they have over the potential of bosses to perform, that will decide the acceptance of transformational leadership in an organization.

3.1.2.6 Recognition of Individual Needs

97% strongly agreed that the recognition of individual needs and acknowledgement of individual efforts are a must for the success of transformational leadership. A very small 3% disagreed with it.

3.1.3 Organizational Factors

Graphically these factors have been represented through Figure 3.

3.1.3.1 Organization Culture & Cordial Environment

Both bosses as well as the subordinates were at 100% consensus for having a cordial environment at the work

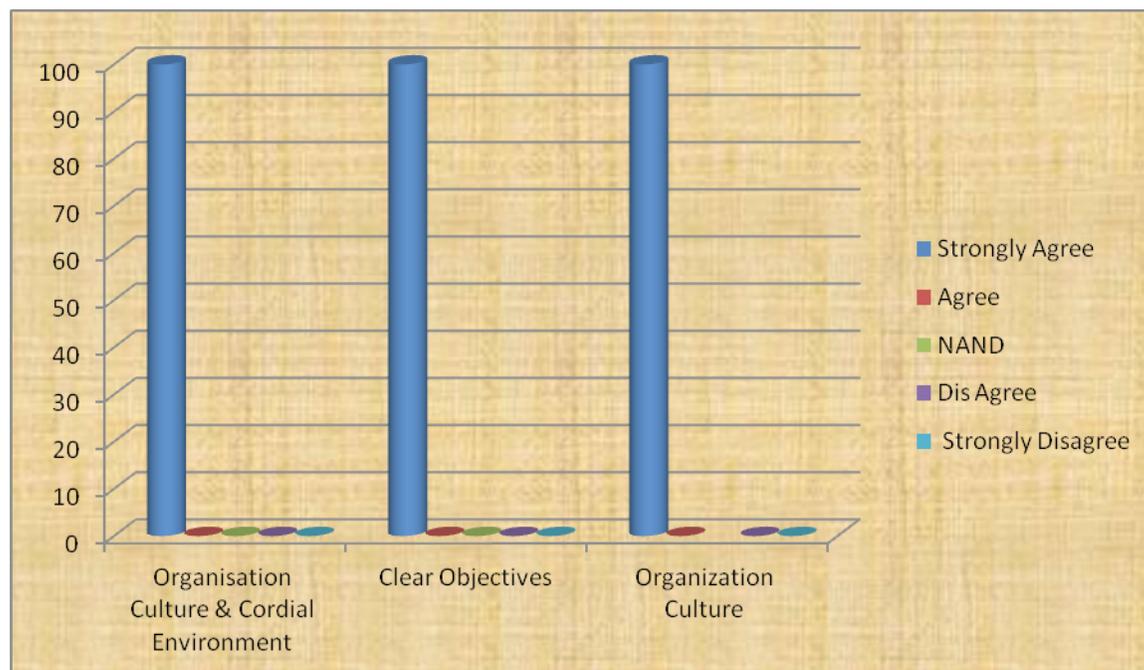


Figure 3. Organizational factors.

place. Cordial environment enhances the efficiency of the workers. In such an environment the person works with open, fear less mind and thus can give his best contrary to the unfriendly workplace where most of the time worker thinks of either defensive or offensive moves rather than work. If an organization has a positive attitude towards its employees, the production, team-orientation, innovation & creativity and where leaders consider failures as the learning experiences, the chances of acceptance of transformational leadership in such organizations is very high.

3.1.3.2 Clear Objectives

100% agreed with clarity of objectives as one of the essential factors for successful implementation of transformational leadership.

3.1.3.3 Training and Development

Transformational leadership means changing the culture of organization along with the attitude, behavior and personality of the individuals to the extent possible. Therefore, surprisingly here again the 100% population comprising of bosses as well as the subordinates strongly agreed with the intensive training and development in accordance with the requirement of the individual for transforming the organization.

3.1.4 Leader Follower Relationship

Graphically these factors have been represented through Figure 4.

3.1.4.1 Communication Channels

100% of the population strongly agreed with having healthy communication channel for the implementation of the transformational leadership in an organization. Communication is the basic instrument through which the exchange of ideas takes place from one mind to another irrespective of region, religion and tradition. For the transformation to happen it's very important for the people to know and understand the reasons behind transformation. Here it's very important to note that the successful communication does not depend alone upon the superior's fluency with English language. It depends upon the understanding of the language of land; it depends upon understanding the culture of the external environment including the attitude, belief, taste and preferences of the population so as to know how to transform them so as to change the individuals in order to match the objectives of organization.

3.1.4.2 Trust over Leaders

100% of the subordinates agreed with having trust over the potential of their superiors before they blindly start

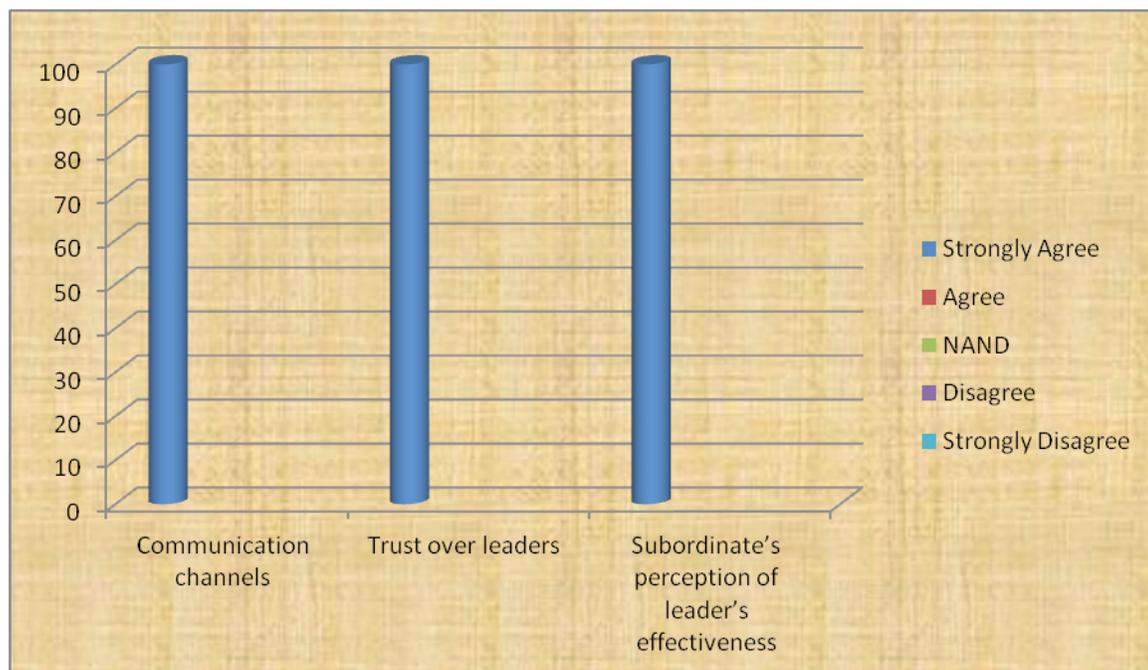


Figure 4. Leader follower relationship factors.

following them. Success of Transformational leadership very much depends upon the surrendering of self i.e., individual goals against the bigger objectives of the organization. Thus this will happen only when the subordinates have strong faith over the potential of bosses to sail them out of the bad weathers.

3.1.4.3 Subordinate's Perception of Leader's Effectiveness

Subordinate's perception of leader's effectiveness was also observed as a must factor for the implementation of transformational leadership in an organisation. In fact if the subordinates think their boss is capable then they will happily change according to his requirement without asking any question.

3.2 Impact of Gender over Implementation of Transformational Leadership

The results of one way ANOVA test through application of SPSS shows that the mean difference is significant at the 0.05 level. This leads to the rejection of the null hypothesis 1 viz, H_0 There is no significant impact of gender over transformational leadership. Thus the alternate hypothesis that there is a significant difference in the impact of the gender over the transformational leadership stood accepted.

Data collected through survey also had sufficient evidence supporting the fact that the women leaders are

more effective in the implementation of transformational leadership in the organizations. This may be due to relatively high EQ (emotional quotient) in the women giving them a better hand at reading and understanding the minds of others and identifying their wants and needs. This may help them to design and transform the work environment, culture and behavior of people in a more smooth and simple manner.

3.3 Impact of Transformational Leadership over Employee Morale and Motivation

The results of one way ANOVA test through application of SPSS shows that the mean difference is significant at the 0.05 level. This leads to the rejection of the null hypothesis 2 viz, H_0 There is no significant impact of transformational leadership over employee morale and motivation. Thus the alternate hypothesis that there is a significant difference in the impact of transformational leadership over employee morale and motivation stood accepted.

Data collected through survey also had sufficient evidence supporting the fact that the employees were drawing more job satisfaction out of working in places where transformational leadership was applied as in such organizations the objectives are set and achieved through realization of individual's wants and desires. They offer cordial work place and believe in training and

Table 1. Impact of gender over implementation of transformational leadership

Descriptives
Gender

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly agree	323	1.5635	.49673	.02764	1.5091	1.6178	1.00	2.00
Agree	38	1.1579	.36954	.05995	1.0364	1.2794	1.00	2.00
Neither agree nor disagree	10	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Disagree	5	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Strongly disagree	2	1.5000	.70711	.50000	-4.8531	7.8531	1.00	2.00
Total	378	1.5000	.50066	.02575	1.4494	1.5506	1.00	2.00

Table 2. ANOVA

Gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.498	4	2.375	10.420	.000
Within Groups	85.002	373	.228		
Total	94.500	377			

Table 3.
Post Hoc Tests

Multiple Comparisons

Dependent Variable: Gender
LSD

(I) Transformational Leadership	(J) Transformational Leadership	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Strongly agree	Agree	.4056(*)	.08187	.000	.2446	.5666
	Neither agree nor disagree	.5635(*)	.15328	.000	.2621	.8649
	Disagree	.5635(*)	.21513	.009	.1404	.9865
Agree	Strongly disagree	.0635	.33860	.851	-.6023	.7293
	Strongly agree	-.4056(*)	.08187	.000	-.5666	-.2446
	Neither agree nor disagree	.1579	.16966	.353	-.1757	.4915
	Disagree	.1579	.22710	.487	-.2887	.6045
	Strongly disagree	-.3421	.34632	.324	-1.0231	.3389
Neither agree nor disagree	Strongly agree	-.5635(*)	.15328	.000	-.8649	-.2621
Disagree	Agree	-.1579	.16966	.353	-.4915	.1757
	Disagree	.0000	.26147	1.000	-.5141	.5141
	Strongly disagree	-.5000	.36977	.177	-1.2271	.2271
	Strongly agree	-.5635(*)	.21513	.009	-.9865	-.1404
	Agree	-.1579	.22710	.487	-.6045	.2887
	Neither agree nor disagree	.0000	.26147	1.000	-.5141	.5141
	Strongly disagree	-.5000	.39940	.211	-1.2854	.2854
Strongly disagree	Strongly agree	-.0635	.33860	.851	-.7293	.6023
	Agree	.3421	.34632	.324	-.3389	1.0231
	Neither agree nor disagree	.5000	.36977	.177	-.2271	1.2271
	Disagree	.5000	.39940	.211	-.2854	1.2854

* The mean difference is significant at the .05 level.

Table 4. Impact of transformational leadership over Employee morale and motivation

Oneway
Transformational Leadership

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly Agree	213	1.0563	.23112	.01584	1.0251	1.0876	1.00	2.00
Agree	103	1.3398	.86945	.08567	1.1699	1.5097	1.00	5.00
NAND	38	1.8947	.79829	.12950	1.6323	2.1571	1.00	3.00
Disagree	13	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Strongly Disagree	11	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Total	378	1.2143	.60424	.03108	1.1532	1.2754	1.00	5.00

Table 5. ANOVA

Transformational Leadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25.633	4	6.408	21.340	.000
Within Groups	112.010	373	.300		
Total	137.643	377			

development to remove any misfit between the employee and the organization's expectation. Here the employees get personnel attention and thus the sense of belongingness also becomes intense. The employees are more guided by their conscious and inner voice than the continuous monitoring of their boss.

Table 6.

Post Hoc Tests**Multiple Comparisons**

Dependent Variable: Transformational Leadership

LSD

(I) Morale and Motivation	(J) Morale and Motivation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Strongly Agree	Agree	-.2835(*)	.06577	.000	-.4128	-.1541
	NAND	-.8384(*)	.09650	.000	-1.0282	-.6486
	Disagree	.0563	.15655	.719	-.2515	.3642
	Strongly Disagree	.0563	.16944	.740	-.2768	.3895
Agree	Strongly Agree	.2835(*)	.06577	.000	.1541	.4128
	NAND	-.5549(*)	.10401	.000	-.7594	-.3504
	Disagree	.3398(*)	.16129	.036	.0227	.6570
	Strongly Disagree	.3398	.17382	.051	-.0020	.6816
NAND	Strongly Agree	.8384(*)	.09650	.000	.6486	1.0282
	Agree	.5549(*)	.10401	.000	.3504	.7594
	Disagree	.8947(*)	.17607	.000	.5485	1.2410
	Strongly Disagree	.8947(*)	.18762	.000	.5258	1.2637
Disagree	Strongly Agree	-.0563	.15655	.719	-.3642	.2515
	Agree	-.3398(*)	.16129	.036	-.6570	-.0227
	NAND	-.8947(*)	.17607	.000	-1.2410	-.5485
	Strongly Disagree	.0000	.22450	1.000	-.4414	.4414
Strongly Disagree	Strongly Agree	-.0563	.16944	.740	-.3895	.2768
	Agree	-.3398	.17382	.051	-.6816	.0020
	NAND	-.8947(*)	.18762	.000	-1.2637	-.5258
	Disagree	.0000	.22450	1.000	-.4414	.4414

* The mean difference is significant at the .05 level.

Understanding the individual and then gradually implementing the change in organization's culture leads to a higher job satisfaction, rich job involvement and thus the higher productivity, thus leading to a win-win situation both for the superiors and the subordinates triggering a real symbiotic growth of the organization with the growth of its every individual.

4. Conclusion

We finally conclude that leadership process is not a one shot affair, it involves the study of different leadership styles, the personality traits of the leaders and its best fit with the personality traits, attitude, emotions, work culture, work experience and attitude towards learning and innovation of the followers or the employees. This process of finding the best fit between personality, age, experience and attitude of the leader and follower involves lot of freezing, unfreezing and re-freezing exercises in accordance with the internal and external environment of the organization.

Analysis and interpretation of the data led researcher to conclude that there are various factors that affect the transformational leadership.

These may be categorized as personal characters of leaders, personal characters of followers, organizational factors and leader follower relationship.

The study proved that the gender has an impact over the implementation of transformational leadership. It also proved that the transformational leadership has positive impact over Employee morale and motivation.

5. Recommendations

On the basis of the study it was found that the following must be done to have successful implementation of transformational leadership in an organization:

- Proper building of human inventory report with detailed information about the every employee mentioning his qualification, experience, attitude towards job & also fellow men, personality traits and work preferences.

- b. The leader will have to keep the Abraham Maslow's Theory of Need hierarchy in his mind while trying to motivate subordinates for any task or transformation.
- c. The leaders must organize proper training and development in the organization according to their nature of job and requirements to achieve the organizations objective.
- d. Must remember that people may ignore the leadership style but will never listen to the boss if they do not have trust over the potential of boss to deliver the results.
- e. He has to be a role model for them if he wishes to transform the organization and individual to reach the organization's objective in a more efficient and effective manner.

6. Contributions Made to the Existing Body of Knowledge

Through the research in hand the author has attempted to present the response of Pune people and that too of the educational institutions before the academic fraternity. No research in this area and this place has been reported so far.

7. Limitations & Future Scope

- a. Time was the biggest limitation. Human behavior may be mentioned here as another challenge.
- b. Researcher has carried out this research in Pune; others may verify the results so obtained in other big cities of India.
- c. This empirical research is based on data collected from educational institutions. The results may further be verified in other sectors too.

8. References

1. Avolio BJ, Gibbons TC. Developing transformational leaders: a life span approach. In: Conger JA, Kanungo RN, editors. *Charismatic leadership: the elusive factor in organizational effectiveness*. San Francisco, CA: Jossey-Bass; 1988. p. 276–308.
2. Avolio BJ, Bass BM. You can drag a horse to water, but you can't make it drink, except when it is thirsty. *J Leader Stud*. 1995; 5:1–17.
3. Bass BM. *Leadership and performance beyond expectation*. New York: Free Press; 1985.
4. Bass BM, Riggio RE. The transformational model of leadership. In: Hickman GR, Editor. *Leading organizations: perspectives for a new era*, 2nd ed. Thousand Oaks, CA: Sage; 2010. p. 76–86.
5. Brief AP, Weiss HM. Organizational behavior: affect in the workplace. *Annu Rev Psychol*. 2002; 53:279–307. doi: 10.1146/annurev.psych.53.100901.135156.
6. Madhu B, Krishnan VR. Impact of transformational leadership and karma-yoga on organizational citizenship behavior. *Prestige Journal of Management and Research*. 2005 Apr; 9(1):1–20.
7. JM. *Leadership*. New York: Harper & Row; 1978.
8. Hakan Erkutlu. The impact of transformational leadership on organizational and leadership effectiveness: the turkish case. *J Manag Dev*. 2008; 27(7):708–726. Available from: <http://www.emeraldinsight.com/doi/abs/10.1108/02621710810883616>
9. Hickman R. Leading teams. In Hickman GR, editor. *Leading organization: perspectives for a new era*, 2nd ed. Thousand Oaks, CA: Sage; 2010. p. 209–38.
10. House RJ. Illustrative examples of GLOBE findings. In Robert JH, Hanges PJ, Javidan M, Dorfman PW, Gupta V, editor. *Culture, leadership and organizations: the GLOBE study of 62 societies*. Thousand Oaks, CA: Sage; 2004. p. 3–28.
11. Howell JM, Frost PJ. A laboratory study of charismatic leadership. *Organ Behav Hum Decis Process*. 1989; 43:243–69. doi: 10.1016/0749-5978(89)90052-6.
12. Song JH, Kolb JA, Lee UH, Kim HK. Role of transformational leadership in effective organizational knowledge creation practices: mediating effects of employees' work engagement. *Hum Resource Dev Q*. 2012; 23(1):65–101. doi: 10.1002/hrdq.21120.
13. Kelly RE. Followership. In Hickman GR, editor. *Leading organizations: perspectives for a new era*, 2nd ed. Thousand Oaks, CA: Sage; 2010. p. 181–90.
14. Lewis PV. *Transformational leadership: a new model for total church involvement*. Nashville, TN: Broadman & Holman; 1996.
15. Givens RJ. Transformational leadership: the impact on organizational and personal outcomes. *Emerging Leadership Journeys*. 2008; 1(1):4–24.
16. Sahgal P, Pathak A. Transformational leaders: their socialization, self-concept, and shaping experiences. *International Journal of Leadership Studies*. 2007; 2(3): 263–79.
17. Schein EH. The learning culture and the learning leader. In Hickman GR, editor. *Leading organizations: perspectives for a new era*, 2nd ed. Thousand Oaks, CA: Sage; 2010. p. 331–44.
18. Available from: <http://psychology.about.com/od/leadership/a/transformational.htm>
19. Bass BM, Avolio BJ, Atwater L. The transformational and transactional leadership of men and women. *Applied Psychol: An Internat Rev*. 1996; 45(1):5–34.