Transformational Leadership The Impact On Organizational

The Oxford Handbook of Leadership and Organizations brings together a collection of comprehensive, state-of-the-science reviews and perspectives on the most pressing historical and contemporary leadership issues - with a particular focus on theory and research - and looks to the future of the field. How can managers bring about optimum performance from the individuals in their organizations? What leadership techniques produce the most effective organizations? This book examines the theory and practice of the dynamic and innovative style of transformational leadership. The transformational leader encourages followers by acting as a role model, motivating through inspiration, stimulating intellectually, and giving individualized consideration to their needs and goals. Chapters explore how transformational leadership affects important issues in today's organizations such as delegation, teamwork, decision making, total quality management and corporate reorganization.

Seminar paper from the year 2010 in the subject Business economics - Business Management, Corporate Governance, grade: 1,3, AKAD University of Applied Sciences Stuttgart, language: English, comment: Diese Seminararbeit wurde im Rahmen des berufs begleitenden Master-Studiengangs "Wirtschaftsinformatik" erstellt., abstract: "Transformational leadership is the buzzword in business today. It conveys passionate commitment. It inspires hope because it promises a purposeful way forward to a positive mind-changing and life-changing future." (Lim, 2010) The author Lim (2010) emphasises in his article the popularity of transformational leadership in the world of the 21st century. According to Lim (2010) the economic and social environment is changing constantly with an increasing speed. Therefore many politics and business executives ask themselves how they should cope with the changed circumstances, such as globalisation and global poverty (Bass & Riggio, 2005, p. 224). From Burns's (2003) point of view transformational leadership gives answers to these most critical questions of the world. The transformational leadership model helps leaders to prepare themselves and their followers for the future. It is a process that changes and transforms people. It deals with emotions, values, ethics standards and long-term goals. Finally, it pushes the follower to the unexpected and creates a common vision (Northouse, 2009, p. 186). However, there arises the question what is transformational leadership really and why is it so popular in contrast to other types of leadership? In order to answer these questions chapter 2 defines the terms leadership, management and outlines the contrast between leaders and managers. Chapter 3 presents the main chapter of this assignment. It gives a brief overview of different leadership models and their characteristics in section 3.1. The following three sections deal with the transactional and transformational leadership model and their impact on behavi
meaningful and purposeful leadership, and the building blocks of the learning organisation. These concepts are applied to the values and the operation of the Individualised Education Program team so schools can demonstrate special education effectiveness.

Leadership and leadership style are critical drivers of the business model innovation process. Business model innovation research has singled out transformational leadership as best suited for driving business model innovation. There is, however, an apparent lacuna in extant research in understanding how transformational leadership impacts the business model innovation processes and practices. This research investigated the nature of the relationship between the transformational leadership style and firm business model innovation processes. In this quest, the study explored how the components of transformational leadership of vision, intellectual stimulation, inspirational communication, supportive leadership, and personal recognition impact business model innovation. This breaking down of the transformational leadership style into its components enhanced the aim of understanding the relationship between transformational leadership and business model innovation in the face of environmental uncertainty. An online survey was conducted, and a questionnaire was sent to participants working across all industries in junior, middle, executive management, and supportive roles in South Africa. Purposive sampling with snowballing data collection technique was used to collect data from 113 respondents, and the data was used to assess the measuring instrument’s validity and reliability. Based on hierarchical multiple and moderated regression analyses, the study confirmed that the transformational leadership style positively impacted the business model innovation process. The transformational components of vision, inspirational communication, and supportive leadership positively impact business model innovation. Environmental uncertainty negatively moderates all the relationships. The study’s findings therefore proffered empirically validated evidence to suggest that transformational leadership positively impacts business model innovation.

Dr. Shelton introduces his latest book Transformational Leadership which is an insightful review of how effective leaders develop skills, behaviors and respect from those around them. Transformational Leadership methods highlight the importance of individualized attention, trust and relationship building by identifying preferred leadership characteristics and behaviors making it a philosophy and a way of life. Transformational leadership is a powerful change agent. It engages individuals leading them to change, improve and participate in a meaningful way. These leadership qualities are not secret and have been applied throughout history to cause willful behavior changes. The results have proven to build trust, kindness, integrity and empowerment. Effective communication, motivation and courage all are examined in detail with supporting cases and antidotes. Effective leadership is a learned art that creates an exemplary role model for others. Transformational leaders are respected because
they put the interests of those around them before their own. These leaders inspire and stimulate critical thinking, promote team work and encourage individual development. Dr. Shelton often says, “people do not leave their organization, they leave their boss.” Trust, motivation and engagement are leadership outcomes that separate organizations that are led by managers versus leaders. Dr. Edward Shelton is an international speaker with powerful voice in the dialogue on leadership, behavior and culture. He advanced his philosophy of Transformational Leadership development as a HR professional with international organizations that include Saudi Aramco Oil Company, Penn State University as an assistant professor and the U.S. Army as an Infantry officer. Dr. Shelton holds a PhD in Business Administration with research in leadership and culture. Dr. Shelton introduces his latest book, Transformational Leadership, which is an insightful review of how effective leaders develop skills, behaviors and respect from those around them. Transformational Leadership methods highlight the importance of individualized attention, trust and building relationships by identifying preferred leadership characteristics and behaviors; making it a philosophy and a way of life. Transformational Leadership is filled with examples of successes and failures which provide a unique look into culture, personality disorders, constructive leadership practices and dark leadership. Motivation: “People don’t leave the company, they leave their boss.” “Don’t slap the dolphin they will never perform again.” The Physician Rule, “Use the lease radical surgery to cure the problem.” Recognition: “A pat on the back is a few inches from a kick in the pants yet the results are miles apart.” “See others for not what they are now, but for what they can become.” Trust: “People will trust you if you have integrity, benevolence, and you have perfected your skill.” Communication: “Leaders use effective communications which are expressions of affection and not anger, facts and not fabrication, compassion and not contention, respect and not ridicule, counsel and not criticism, correction and not condemnation. Their words are spoken with clarity and not with confusion. They may be tender or they may be tough, but they must always be tempered.” Courage: “Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions.”

This work covers topics related to the exercise of influence by individuals and groups within organizations. It includes an introductory group of articles dealing with the nature of influence processes and power. Inspirational Presence is an invitation to create a new generation of leaders who are willing to challenge their ways of seeing the world and the people within it. These leaders will be appreciative of the global implications of their thoughts and actions, and know how to create profound change in themselves and in others. The methods and models presented in Inspirational Presence tap into models of collaborative change and learning, as well as presenting current learnings in
emotional intelligence and its deep impact on teams and organizations. Leaders will learn how to use Five Competencies for Transformation in ways that inspire and empower others. Also, they can explore the difference between transformational and transactional leadership styles, and see a model that simplifies the difference. By understanding how people engage change, leaders can know which of their actions create the most compelling draws into the future and how to present their ideas.

Transformational Leadership in Banking: Challenges of Governance, Leadership and HR in a Digital and Disruptive World by Anil K. Khandelwal offers a roadmap on leadership which is all about converting adversity into an opportunity for transformation. Through an excellent set of articles, case studies and interviews, this book offers a way forward for transformational leadership of the Indian banks. Despite their many achievements, public sector banks continue to face several challenges, such as increasing non-performing assets, depleting market share and low market capitalization. In the context of competition and digitalization requiring new business models, this book argues for a fundamental shift in the structure and process of governance, including board-level autonomy, CEOs tenure and compensation, people process, talent development and building a leadership pipeline, to make banks resilient, strong and future-proof. A must-read for anyone interested in the health of Indian banking.

Bishop Kwame Gilbert has been a Pastor for eighteen years, and has served in several capacities including that of Youth and Christian Education and evangelism Director; an executive member of the State Council of the Church of God in Guyana. He is currently the senior pastor of the World Vision Church of God in Georgetown, Guyana. A prolific writer and conference speaker on organizational development, he has over 200 publications on religion and politics. He believes that has faith in God and love for his country constrains him, and consequently when invited to serve the Government of Guyana, he immediately responded and currently serves as Presidential Advisor in the Office of the President, and a Member of Parliament of Guyana. As a community leader and activist he is the chairman of the Men Empowerment Network (M.E.N.), an NGO working with men against domestic violence. Dr. Gilbert holds a Bachelor’s Degree in Christian Education from Weslyan Bible College; Masters in Conflict Resolution; Masters in Global Human Resource Management, University of Liverpool UK.; Doctorate in Organizational Leadership from Logos University and Graduate School, Florida. He also completed studies in Crisis Intervention and Behavioral Psychology. He is married to the beautiful Rona Gilbert, and has two sons, Jered and Edrei.

Transformational Leaders create a legacy of success that reaches far beyond the initial impact of their work. In the first part of this book, Dr. Richard Nongard provides a clear understanding of what Transformational Leadership is and how it is unique among leadership styles. He shares the research demonstrating its efficacy in healthcare, business, community development, and the military, along
with his own personal experiences as a counselor creating transformation one life at a time. In the second part of this book, practical strategies for developing the core competencies of Transformational Leadership are explored with many practical applications you can use to define your strengths, develop both social and emotional intelligence, and fulfill your calling as a leader. By applying the ideas of this book, you will transform your own experience as you transform the lives of others.

In these competitive and turbulent times, project organisations face severe challenges. Despite the advancement of project management tools and techniques, the rate of project failure exceeds that of success. Regardless of calls for further empirical studies on the role of project leadership, researchers struggle to find the best leadership styles for project success. New digital transformation phenomena have forced organisations to offer more autonomy and decision-making authority to those at lower hierarchical levels. In this scenario, top management support plays a facilitator role. To the best of the researcher's knowledge, no past studies have examined these critical project success factors simultaneously in a project environment. Embedded in the theories of contingency, goal-setting, and social cognition, this study raised the hypothesis that project managers' leadership styles impact project success via the mediation of goal clarity, empowerment, and self-leadership as well as the moderation of top management support. Data was collected by administering a cross-sectional survey to 289 project organisations in the IT sector. The results demonstrated that project managers' transactional leadership style does not impact project success because goal clarity has an insignificant association with project success. However, the transformational leadership style showed a positive impact on project success because empowerment significantly and positively relates to project success. The project manager's empowering leadership style was also found to positively influence project success through followers' self-leadership. Additionally, top management support revealed a significant moderating role by strengthening the relationship between empowerment and project success. This study successfully fills theoretical gaps by introducing a novel moderated mediation model. The findings also offer useful insights to practitioners by revealing that project managers' transformational leadership and empowering leadership are needed to enhance and encourage employee empowerment and self-leadership, and ultimately secure project success.

Transformational Leadership: The Senior Pastor's Impact on Church Effectiveness

The culmination of a long-standing research effort by the author, this book provides the reader with a portion of the research and development that has been completed about transformational leadership. In less than 20 years, the subject has caught the attention of scholars, students, and practicing leaders. Although the book draws heavily from military research, findings in business organizations, educational institutions, government agencies, and hospitals are not ignored because the principles of transformational leadership have considerable generality. Situational differences are discussed and a general model of
transformational and transactional leadership describing the consequences is presented. In a nutshell, the author shows that transformational leadership is more effective and satisfying than constructive transactions, and constructive transactions are more effective and satisfying than corrective ones. Passive leadership is least effective and satisfying. Leaders use all these approaches but some do more than others in how they lead. Better leaders are transformational more frequently; less adequate leaders concentrate on correction and passivity. Transformational Leadership, Second Edition is intended for both the scholars and serious students of leadership. It is a comprehensive review of theorizing and empirical research that can serve as a reference and starting point for additional research on the theory. It can be used as a supplementary textbook in an intense course on leadership--or as a primary text in a course or seminar focusing on transformational leadership. New in the Second Edition: *New, updated examples of leadership have been included to help illustrate the concepts, as well as show the broad range of transformational leadership in a variety of settings. *New chapters have been added focusing specifically on the measurement of transformational leadership and transformational leadership and effectiveness. *The discussion of both predictors and effects of transformational leadership is greatly expanded. *Much more emphasis is given to authentic vs. inauthentic transformational leadership. *Suggestions are made for guiding the future of research and applications of transformational leadership. *A greatly expanded reference list is included.

Master's Thesis from the year 2014 in the subject Business economics - Business Management, Corporate Governance, grade: A, , course: Master of Science in Project Management, language: English, abstract: This study evaluates the effect of leadership styles of project managers in project performance in software Industry of Punjab Pakistan. Full leadership model was selected to make comparison of the effects of three leadership styles (Transformational, Transactional, Laissez-fair) of project managers in project performance. So software industry was focused in this research. After comprehensive literature review on the related topic in the hypothesized model a questionnaire was developed and its validity was checked by the pilot survey first. A sample of two hundred and fifteen first level managers, directly working under project managers like software Architects, Principal software Engineers, Developers, programmers, Quality Assurance personals in software industry was selected by using simple random sampling and the response rate was seventy two percent. The analysis was completed by using descriptive analysis, correlation analysis and multiple regression analysis by SPSS- 16. Finally conclusion and recommendations are suggested. The study concludes that Transformational leadership of project manager has significant effect in project performance and its two construct charisma (CHM) and inspiration (INS) are proved significant and this study also provides significant practical implications of the results for the project managers working in software houses of Pakistan that they can enhance the performance of their projects by learning and exhibiting transformational leadership style as according to Pakistani working environment of software houses this leadership style is proved effective. Further areas for future research and implications are also highlighted in this thesis.

Alma Harris The field of school leadership is currently preoccupied with the idea of distributed leadership. Few ideas, it seems, have provoked as much attention, debate and controversy. Whatever your position on distributed leadership, and you cannot fail to have one, it is irrefutable that distributed leadership has become the leadership idea of the moment. Yet, it is an idea that can be traced back as far as the mid 20s and possibly earlier. So why the interest? Part of the answer can be found in a move away from theorizing and empirical enquiry focused on the single leader. This shift has undoubtedly been fuelled by structural changes, within schools and across school systems that have resulted in - ternative models or forms of leadership practice. Evidence highlights how those - cuping formal leadership positions are increasingly recognizing the limitations of existing structural arrangements to secure
organizational growth and transformation (Fullan et al., 2007; Harris et al., 2008; Chapman et al., 2008). As a consequence, many heads and principals are actively restructuring, realigning and redesigning leadership practice in their school (Harris, 2008). While the terminology to describe such changes varies, the core principle is one of extending or sharing leadership practice. While scholars have long argued for the need to move beyond those at the top of organizations in order to examine leadership (Barnard, 1968; Katz and Kahn, 1966) until relatively recently, much of the school leadership literature has tended to focus upon the head or the principal.

Bachelor Thesis from the year 2020 in the subject Leadership and Human Resource Management - Management Styles, grade: 10.00, language: English, abstract: The purpose of this thesis is to determine the impact of leadership styles on the business. Specifically, the paper is aimed at defining the relationship between the leadership style and a certain unit performance. To this objective, the first chapter introduces the reader to the leadership concept, shows its importance in the daily life and its correlations with the HR field. The theoretical insights into the leadership phenomena and its effects on the business are provided by the paper’s state of the art. Subsequently, the chapter of methodology presents the objective of the research and briefly the chosen company that the study is conducted on. It also defines the variables and describes the process of data collection and the participants. The chosen company is NN Group Romania, specifically, the NN subsidiary in Brasov, from which one of its units was empirically analysed. The analysed leadership styles are transformational and transactional types as I consider them to be the fundamentals of the styles. They serve as independent variables in the study. The SPSS software tests these variables for a potential correlation with the dependent variable, which is unit performance. The data was provided by twelve participants, consisting of one leader and eleven followers, who answered an online survey constructed in Sosci Survey. Further, the chapter of practical approach starts with the explicit description of the company. Moreover, in order to generate numerical values for describing the relation between the variables, a linear regression model was implemented and interpreted. This chapter ends with recommendations to the company after proving that there are two positive correlations between the leadership styles and the unit performance in the chosen unit of NN Romania. Both transformational and transactional leadership influence the unit performance, and thus they have a positive impact on the business. Eventually, the conclusion of this paper summarizes the most significant concepts and findings as well as offers a personal perspective on the study.

Most research into leadership has presented leaders as heroic, charismatic and transformational ‘visionaries’. The leader, whether in business, politics or any other field, is the most important factor in determining whether organizations succeed or fail. Indeed, despite the fundamental mistakes which have, arguably, directly led to global economic recession, it is often still taken for granted that transformational leadership is a good thing, and that leaders should have much more power than followers to decide what needs to be done. The Dark Side of Transformational Leadership confronts this orthodoxy by illustrating how such approaches can encourage narcissism, megalomania and poor decision-making on the part of leaders, at great expense to those organizations they are there to serve. Written in a lively and engaging style, the book uses a number of case studies to illustrate the perils of transformational leadership, from the Jonestown tragedy in 1978 when over 900 people were either murdered or committed suicide at the urging of their leader, to an analysis of how banking executives tried to explain away their role in the 2008 financial crisis. This provocative and hugely important book offers a rare critical perspective in the field of leadership studies. Concluding with a new approach that offers an alternative to the dominant transformational model, The Dark Side of Transformational Leadership will be an invaluable text for academics interested in leadership, students on leadership courses requiring a more critical perspective, and anyone...
Concerned with how people lead people, and the lessons we can learn. Develop your management and leadership skills. Leadership and Nursing Care Management, 6th Edition maintains its AONE competencies, and features the most up-to-date, evidence-based blend of practice and theory related to the issues that impact nursing management and leadership today. A fresh, conversational writing style provides you with an easy-to-understand, in-depth look at these prevalent issues. Key topics include the nursing professional's role in law and ethics, staffing and scheduling, delegation, cultural considerations, care management, human resources, outcomes management, safe work environments, preventing employee injury, and time and stress management. UNIQUE! Chapters divided according to AONE competencies for nurse leaders, managers, and executives. Research Notes in each chapter summarize relevant nursing leadership and management studies and highlight the practical applications of research findings. Case Studies at the end of each chapter present real-world leadership and management situations and illustrate how key concepts can be applied to actual practice. Critical Thinking Questions at the end of each chapter present clinical situations followed by critical thinking questions that allow you to reflect on chapter content, critically analyze the information, and apply it to the situation. Full-color design and photos makes content more vivid. Updated! Chapter on the Prevention of Workplace Violence emphasizes the AONE, Joint Commission's, and OSHA's leadership regarding ethical issues with disruptive behaviors of incivility, bullying, and other workplace violence. Updated! Chapter on Workplace Diversity includes the latest information on how hospitals and other healthcare facilities address and enhance awareness of diversity. Updated! Chapter on Data Management and Clinical Informatics covers how new technology helps patients be informed, connected, and activated through social networks; and how care providers access information through mobile devices, data dashboards, and virtual learning systems.

This compilation of scholarly reviews and personal reflections on women and leadership styles focuses on multicultural and organizational issues—empowering information that female leaders can use to break through the glass ceiling. • Contributions from 49 distinguished academic scholars describe research findings and present personal reflections on leadership styles • Bibliographies follow each scholarly chapter • An index provides quick access to topics discussed in scholarly chapters • Appendices include women in leadership organizations, institutes, and graduate programs

Now with new coverage of authentic leadership and servant leadership, the Fifth Edition of Peter Northouse's Leadership remains the market-leading survey text for leadership courses across disciplines. The new edition combines an academically robust account of major theories, approaches, models, and themes of leadership with an accessible style and numerous practical exercises to allow students to apply what they learn about leadership both to themselves and to specific contexts and situations. Features and Benefits: - Breadth of theory coverage is substantial yet synthesized in such a way as to leave room for specific application and greater discussion of discipline or program-specific issues. - Numerous, contemporary case studies supplement each major theory or topic to allow students to apply leadership concepts to specific scenarios. - Leadership instruments and questionnaires provide effective reflection opportunities and often add a a significant and immediate reality check to the theory presented. - The chapter on Women and Leadership is expanded to broader diversity issues. - The enhanced Instructor's Resources CD offers more test items, new cases, and access to academic journal articles, organized by topic and/or discipline. - A new accompanying Study Site featuring additional topics, exercises, projects, cases, chapter summaries, video clips, and social networking tools encourages active participation and learning among groups inside or outside the classroom.

Struggling with church health and growth? Struggling with growing in your personal leadership
abilities and impact? This book provides a greater understanding of leadership, church growth, and church effectiveness. It engages the audience to learn transformational leadership and how the pastor can be more effective in how they lead. Learn from recent research the impact a senior pastor makes on churches effectiveness and why transformational leadership style will impact the health and growth of a church.

Key areas of concern in nursing work environment, are covered extensively, such as leadership, workload and productivity, all of which are front-page issues in practice, systems, and policy levels.

“Soul of a Transformational Leader” is a super-value compilation of power tools and concepts of transformational leadership. It is a collection of articles which bring out: Principles and inside construct of transformational leadership Purpose-centered Leadership Behaviours of high-performance leadership Model of high-performance leadership Strategies of creating leaders inside the organization Insights from high-performance leaders who shaped our world “Soul of a Transformational Leader” emphasizes on creating a powerful leadership experience for oneself as the starting point. It provides a responsible leadership model to transform one’s inner being into an energetic nucleus, energized by the power of purpose and awareness of personal values and strengths. With an internal alignment in place, a leader becomes resourceful and powerful to create an impact on the external environment. Fresh, insightful, and brimming with positive energy, “Soul of a Transformational Leader” is certain to make a deep impact on the reader.

See ProQuest for summary.

Conversational and accessible, this Second Edition of Bruce J. Avolio's groundbreaking book uses the full range leadership development model as an organizing framework and shows how it can be directly applied to improving leadership at the individual, team, and organizational levels. Filled with examples that show how the full range model comes to life in today's global world, Full Range Leadership Development, Second Edition, demonstrates how people, timing, resources, the context of interaction, and expected results in performance and motivation all contribute to effective leadership. Over the last decade, the full range model has become the most researched model in the leadership literature—and the most validated—and has been proven to be an accurate guide for developing exemplary leadership in diverse cultures, organizations, and leadership positions. The new edition shows how the process of leadership development is linked to validation and how the process of validation informs accelerated leadership development.

Transformational leaders inspire followers to perform beyond expectations and to become transformational leaders themselves. Research evidence shows that transformational leadership has positive effects on people, teams, organizations, and nations. In addition to producing higher levels of follower performance, transformational leadership results in increased follower satisfaction and commitment. However, there is still much to be learned about the complex set of antecedents that predict perceptions of transformational leader behaviors, and research is scarce regarding moderators that impact the relationship between leader behavior and follower outcomes. Most research regarding antecedents of transformational leadership has focused on leader personality and other individual differences, but there are other potential predictors not addressed in the literature, such as how the match between a leader and the situation influences transformational leadership. This study expanded upon previous research by examining the constructs of person-organization fit, person-job fit (demands-abilities and needs-supplies), and motivation to lead as predictors of transformational leader behavior. Because followers’ fit with the situation may influence their receptiveness to transformational leadership, I also examined follower perceptions of person-supervisor fit and person-organization fit as moderators of the relationship between transformational leadership and follower outcomes. I hypothesized that these relationships...
Transformational leadership would be stronger for those with higher levels of fit perceptions and recruited participants from multiple organizations to test the hypotheses. A sample of 215 leaders across 10 organizations provided self-report data regarding the proposed antecedents, as well as their personality characteristics, the need for change in their work unit, and the performance of their followers.

Educational leadership draws upon interdisciplinary literature, but distinguishes itself through its focus on pedagogy, epistemology, and human development. As a field of study, it has prescribed pertinent philosophies and practices and has specified specific roles for school administrators and teachers. Technology and Its Impact on Educational Leadership: Innovation and Change covers not only K-12 and higher education leadership, but also the relationship between Web 2.0 technologies and educational leadership. Contributions within this book discuss chronic issues in the study of technology and its impact on educational leadership that have perplexed educational establishments. This work promotes learning and further research for professors, scholars, researchers, and graduate students involved in educational leadership and related fields.

Extensive research has been undertaken in the area of transformational leadership theory and yet some notable gaps exist. Research has compared transformational and transactional leadership and has examined its existence in both public and private organizations. The leadership phenomenon has similarly been investigated in different cultures, yet there is a paucity of data which synthesizes how these leadership paradigms are perceived in a diverse Middle Eastern cultural environment. The aim of the current study was to compare the perceptions of transactional and transformational leadership styles and their impact upon motivation, trust and job satisfaction within higher educational institutions in Jordan. Working within the positivist domain, primary data was gathered through leader and follower questionnaires that were designed to test out theory in a deductive way. Data was sought on transformational leadership theory, ideal leader characteristics and the perceptual understanding of motivation, trust and job satisfaction. Biographic data was sought to form independent variables. The sample of over 700 was drawn from five Jordanian universities, which ranged across regions and between public and private institutions. With respect to transformational leadership theory the main findings were that Intellectual Stimulation, Individual Consideration and Idealized Behaviour comprised the three main characteristics of leaders within Jordanian higher education. Followers were highly motivated by their work activity and promotion, although a fear of failure emerged as a negative aspect of follower motivation. Transformational leadership had a greater positive impact on job satisfaction than did transactional leadership, especially in the area of Inspirational Motivation, which emerged as the most effective characteristic for job satisfaction. A strong association was found between trust and both Idealized Behaviour and Idealized Attributes. Finally, it is of note that followers trusted leaders who were transactional, particularly with regards to Contingent Reward. The providing of followers with clear rules for reward, within a structured system, is likely to be a salient factor within the higher education system of Jordan. The current study is the first of its kind to investigate transformational leadership theory in relation to trust, job satisfaction and motivation, within Jordanian universities and makes a valuable contribution to a number of areas. Most significantly, transformational leadership theory is extended in a unique way. New contributions are also made to the areas of situational leadership theory and the important conceptual areas of trust, motivation and job satisfaction. The hypothesised leader and situational profile provides a framework for understanding the behaviour and characteristics of leaders who operate within Jordanian universities and is presented with recommendations for future research. The university sector forms an important part of Jordan’s economy and there is a considerable prospect for it to contribute to the nation’s economic growth. As the universities are soon to operate within a more deregulated and competitive environment, effective leadership is likely to be of paramount importance. Thus, if the higher
education sector can adopt the findings and improve their leadership effectiveness, the current study is set to have a positive impact on the national economy. The study made a significant contribution to the existing body of knowledge by integrating different aspects of organizational climate, transformational leadership and innovative work behavior. The study directly benefited the managers as they should become aware of the role of their leadership style in creating a climate that is conducive for employee innovative work behavior. The study provides guidelines useful for managers in enhancing employee's innovative behaviors. Organizations can train managers to become leaders so they create conducive organizational climate to ensure innovative behavior. The management may focus on transformational leadership as a fundamental aspect of supervisory practices due to its impact on perceptions of organizational climate and innovative work behavior. Human resource development is the burning issue these days. A lot of effort is being made to raise the level of the employees to have innovative and competitive organizations. The current study helps policy makers to make policies for human resource development and have a more development oriented environment which would help in having competitive organizations.

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