LITERATURE REVIEW

An organization to better perform effective leadership is the requirement in today’s era, Adnan has aimed to study about the transformation and transactional leadership impact on employees performance, his job satisfaction and in all about his career satisfaction. The study proved that both the kind of leadership has an effect and impact on the employee in all his attributes pertaining to his work life. The transactional leadership style of leader proves that it has an impact on the job success of an employee and on the other hand the transformational leadership has an effect on the over job success and most importantly on the career and job satisfaction (Adnan Riaz, Mubarak Hussain Haider, 2010)

The objective of the research is to assess the impact of four behaviors – leader-member exchange, organizational inflexibility, perceived organizational support and interactional justice – on organizational citizenship behavior to predict a subordinate’s citizenship behavior the issues of organizational behaviors should be incorporated in the study. The combined effects of leader member exchange behavior, organizational inflexibility, perceived organizational support, and interactional justice in employees on organizational citizenship behaviors has been examined in detailed here. The study revealed that all the variables are significantly and positively related to the organizational citizenship behaviors. The quality of the LMX relationship increases, OCB behavior increases (Wayne 2002) This study has been validated and verified that the leader-member exchange behavior have positive and direct effects on the organizational citizenship behaviors. This study also shows that organizational inflexibility / flexibility has positive and direct effects on the organizational citizenship behaviors (Ali Asgari, Abu Daud Silong, Aminah Ahmad and Bahaman Abu Samah, 2008)

Amarjit has focused in his study about the impact of the transformation leadership and employee engagement on employee job stress. There has also been a study done by (Gill et al) on this area and this study is an extension of that. This study was done in the hotel industry and the study result proved that the perceived style of transformational leadership has an impact on the level of engagement of an employee and thereby it impacts the stress level to mitigate it (Amarjit Gill, Alan B. Flaschner, Smita Bhutani, 2010)
This study aims at an impact of transformation leadership on organization culture which in-turn encourages having an ethical behavior. Anja validates the theoretical model to explain the various relationships between integrity, ethics and leadership which help to set an organization climate. The result revealed that there is positive effect on the dimension of an ethical climate by a transformational leader however no evidence support the integrity and transformation leadership on ethical climate (Anja S. Van Aswegen, Amos S. Engelbrecht, 2009)

This research is aimed at test a group of leaders and team members to see the impact of transformation leadership and team leader emotional intelligence and trust establishment between the team leader and the team member. An MLQ was used for leaders and the organizational-commitment scale (OCS) adapted for team commitment and the workplace trust survey (WTS). There is no research has been carried out in this area to test a team context and therefore the findings of this study contributes to existing literature. The finding revealed transformational leadership and leader emotional intelligence are positively related to team commitment and trust thus it further emphasizes the importance of effective leadership behavior in team dynamics and performance. (Anton F Schlechter, Jacoba J Strauss, 2006)

This study focused on the relationship between transformational leadership, employee engagement and employee performance this study only focuses on transformational leadership style while other leadership style such as transactional leadership style also supports significant effects on employee performance and organizational effectiveness. This study focused the dimensions proposed by (Avey, Avolio, Crossley, and Luthans, 2009) in the study of psychological ownership The study discuss in details about the transformation leadership, its impact on employee engagement and employee performance. The mediating effect of psychological ownership in the dimensions of self-efficacy, belongingness, self-identity and accountability are studied in the relationship of these variables with employee performance The empirical findings of data indicated that significant relationship between transformational leadership, employee engagement practices and employee performance. A good leader impact the employee positively in many manners resulting employee performance and thereby organization performance. (Azka Ghafoor, Tahir Masood Qureshi, M. Aslam Khan and Syed Tahir Hijazi, 2011)
The Transformational leadership has 4 characteristics out of which two are very salient characteristics: intellectual stimulation and individualized consideration. Though there are enough research has been done in this area but very less study done on the impact on empowerment. Hence Azman aimed to measure the effect and impact of transformational leadership characteristics and empowerment on service quality. The regression analysis proved that the relationship between empowerment and selected transformational leadership characteristics is positively and significantly correlated with service quality. It has been proved in the result that the empowerment does act as a full mediating variable in the leadership model of the organization under study. (Azman Ismail, Farida Abd Halim, Dayang Nailul, Munna Abang Abdullah, Ahmad Sofian, Shminan, Agatha Lamentan, Anak Muda & Shairazi Samsudin, 2009)

This article explores the Arthashastra of Kautilya 4th Century B.C, an ancient Indian literature and it’s perspectives on organizational management today. Ancient literature needs to be looked and relooked from time to time as they provide intelligent interpretation for the modern management (Chinmayananda – 2003 ) the hermeneutics methodology has been used for the purpose of review the literature discuss about the political economy which was written by Kautilya in the ancient India. He was the prime minister and adviser for Emperor Chandragupta Maurya, who was the contemporary of Alexander the Great. It has 150 chapters which are classified as 3 different topics (national security issues, administration of justice and economic development policies) in 15 books. The literature starts as “those who governs” which itself said it’s for leadership The literature deals with different aspects management which includes strategic management, financial management, accounting, human resource management, corporate governance, social responsibility, etc. Kautilya’s Arthashatra is one of the ancient Indian literature which had provided insights to management the context that the literature was written for kings to govern the state. There are many management concepts from Kautilya’s Arthashastra, which are still applicable in today’s organizational management. For further study one can go a deep dive of the book which can open many new areas of management like strategic , HRM etc., which is yet to be known and practiced in the era of modern management. (Balakrishnan Muniapan, 2008)
In recent publication in educational psychology and theory we prominently see that there is increasingly discussion on spirituality (Dent, Higgins, & Wharff, 2005; Edwards, 2003; Emmons, 1999, 2000a, 2000b; Fry, 2003; Fry & Cohen, 2009; Fry & Slocum, 2008; Gardner, 2000; Hyde, 2004; Mayer, 2000; Neiman, 2000; Rogers, 2003; Vaughan, 2002; Yang, 2006; Zohar, 2005). This reflects a shift toward the exploration of spiritual concerns previously submerged by the advent of scientific positivism and the effort to reduce, if not eradicate, the role of spirituality in education (Bertrand, 2003; Sacks, 1999). This expository narrative addresses the integration of spirituality into educational transformational leadership theory and practice. As such, it lays the theoretical groundwork for further study and Barbara aimed at establishing a connection between spiritual intelligence and transformational leadership in this paper and an effort to encourage further debate about the legitimacy of spiritual intelligence in educational discourse. The study further says that spiritual intelligence as an interconnected configuration of affective orientations intimately linked to create meaning through connecting ideas, events, and persons rather than to a specific religious tradition or orientation. (Barbara B. Howard, Precious Guramatunhu-Mudiwa, Stephen R. White, 2009)

About a dozen of leadership theories has been developed in the last couple of decades among that transformational leadership has significantly increased the organizational satisfaction. This paper aims to show how transformational leadership relates to the creation and maintenance of the learning organization. The author has discussed in detail the meaning of transformational and transactional leadership and how the components of transformational and transactional leadership contribute to learning organization has been examined. The author has also done in detail analysis of various leadership styles and how it is used in the educational sector and by the principals. The future educational leaders of learning organizations will be transformational. They must accept their responsibilities of being change agents they will have to convert mandates and problems into challenges and opportunities (Bernard M. Bass, 2000)

In this study the author has first reviewed a theory of leadership proposed by Burns (1978) and elaborated by Bass (1985) which has the relevance of studying both world class and less known leaders. In this study author has used the biographies of the world known leaders to differential leadership of well-known leaders a good discussion is also made on transformational vs. transactional leadership. The author has used ANOVA to construct validity of research
outcomes. The investigation provided how a transformation leadership style used by world class leaders and aimed at leaders who used transactional leadership and there is a gap which can be filled in. The world class leaders have been highly rated on the in transformational / charismatic leadership, by learning this we should be able to come up with relevant trainings for our leaders and make the leadership team much better to make transformations (Bernard M. Bass, Bruce J. Avolio and Laurie Goodheim, 1987)

This study is done with an objective to validate the relationship between leadership effectiveness and organizational performance. Effective leadership and good organizational culture will lead to successful organizations. Leadership and organization culture are interrelated. The values and beliefs that the founder of the organization brings in will always reflect in the organization as its DNA. As time evolves and new leaders come in the organization evolves and its culture develops, this new culture will shape the leader and will influence his actions. God Man theory says that leaders are born and trait and behavior theory says leaders can be made yet both are correct there are certain inborn qualities that make a leader but, they alone are not enough. These qualities need to be developed, knowledge needs to be acquired and most of all, experience needs to be accumulated. Effective leadership means the success of the organization. Good leaders can manipulate the organizational culture to their advantage and change it in line with their vision. There is a constant interweaving between culture and leadership since leaders create the context and the instruments for cultural and organizational development, for strengthening the norms and values expressed within the culture. Norms appear and change according to the focus of interest, according to the leaders’ reaction to crises, and to whom they are interested in attracting to their organizations. The features of an organization's culture are developed and instilled by its leadership and eventually adopted by its followers. An organizational culture is usually created from a preconceived cultural scheme that the found as a conclusion, the success or failure of an organization is directly connected to the leadership style and the relevance of the founder's beliefs, values, to the current opportunities and constraints confronting the organization at a specific moment. The style of leadership affects performance since performance cannot be achieved in the absence of a leadership that can adapt to the changes and challenges of the environment, that knows how to motivate the employees and that encourages them to take more ownership for their work mind. (Brindusa Maria POPA, 2012)
This paper examines the underappreciated differences between the effectiveness and measurement of current technical advances in business management methods and how aspects of transformational leadership, as exhibited by the prophet Moses, can more broadly and deeply contribute to an organization’s success over the long term than these more easily defined procedures. These leadership issues tend to arise most acutely when a company’s management comes under severe scrutiny during times of business scandals and related ethical crises. Warren Bennis, of the University of Southern California, has defined the difference in these ways: The manager administers; the leader innovates, the manager maintains; the leader develops, the manager focuses on systems and structures; the leader focuses on people, the manager has a short-range view; the leader has a long-range perspective. The manager has his or her eye on the bottom line; the leader has his or her eye on the horizon, the manager imitates; the leader originates. Using Warren Bennie’s definition of charismatic leadership as a framework, we show how an individual the subject of the study exhibited the qualities of humility, tenacity, integrity, strength, creativity, and innovation, particularly in the field of succession planning, in completing his mission, transforming the ‘organization’ he led, and inspiring future generations. The conclusions here are supported not only by biblical passages but also by relevant business, management, and general literature. (Charles J. Berendt, Andreas Christofi, Krishna M. Kasibhatla, John Malindretos & Brian Maruffi , 2012)

David discusses about how a top-level leadership significantly affects the organizational performance and this can be addressed by studying the executive succession resulting organization performance. Though there are several methodologies but it is evident through the study that the top level is able to explain as much as 45% of an organization. They have also made a suggestion that an executive leadership theory has to be developed in order to understand the how top-level leaders affects the organization performance (David V. Day And Robert G. Lord, 1988)

Trust is essential in any organization and co-operation within the organization is also a vital one. There is lots of studies linked transformational leadership with employees trust in their leader. This study has aimed at trust in others like management, colleagues etc.; the study revealed that there is a great amount of trust on the leader and organization if they are transformational. (Deanne N. Den Hartog, Michaela C. Shippers, Paul L. Koopman, 2002)
The aim of this study is to show the effects of leadership styles and organizational culture on firm’s innovativeness. The study has been conducted in six different firms in order to investigate empirically the joint impact of particular leadership styles (employee orientation, production orientation, and change centered leadership) and organizational culture typologies (market, hierarchy, adhocracy, and clan) on firm’s innovativeness. Adhocracy culture is the one significant finding from this study which has been found as a common variable for all firms within the sample in explaining innovativeness. Considering the departmental analysis, for production department market, hierarchy and change centered leadership, for marketing department adhocracy culture are determined as common variables in explaining innovativeness within the firm. Having taken all relevant findings into consideration, we may conclude that organizational culture has “sui generis” characteristics. This study once again proved that each organization has its own organizational culture. Even though the research has been conducted with a limited sample size, the clear cut differences in perceptions confirm the uniqueness of organizational culture (Ethem Duygulu and Emir Özeren, 2009).

Transformational leadership with multiple level of analysis is the aim of the study and it is compared with laissez-faire leadership. This study is done with naval officers and on the relationship level of analysis using WABA (within and between analysis) the study reveals that while a few relationship is based on between groups differences while the network of relationship is based on individual differences in subordinates perceptions of leadership and outcome. The transformation leadership compared to transactional or laissez-faire leadership was related more strongly to subordinates' extra effort and satisfaction with the focal officers and the officers' effectiveness (Francis J. Yammarino And Bernard M. Bass, 1990).

The relationship between the leadership style, the organizational performance and the human resource management strategy is discussed here. The study found that The charismatic, transformational and visionary of the leadership style are positively related to the organizational performance, The development, motivational and transfer strategy of the human resource strategy are positively related to the leadership style, Both development and motivational strategies are positively related to the organizational performance, and The interaction of the leadership style and the human resource management strategy significantly contributes to the organizational performance (Fu-Jin Wang, Shieh Chich-Jen And Tang Mei-Ling, 2010).
Based on the Situational Leadership model of Hersey and Blanchard, the Staged Self-Directed Learning Model proposes that learner’s advance through stages of increasing self-direction and that teachers can help or hinder that development. This study discusses about the student lecturer relationship by situational leadership and the author has come up with a model for teacher-student leadership. Different students have different abilities to be self-directed, Teachers must adapt their methods in response, Self-direction can be taught (Gerald O. Grow, 1991)

This study aimed at studying the successful and unsuccessful companies, every company will have different kind of leaders and they will exhibit different kinds of leadership this study has proved that leaders who were exhibiting transformational leadership in successful companies than unsuccessful ones (Gholamreza Jandaghi, Hassan Zareei Matin, Ali Farjami, 2009)

The South African higher education (HE) sector has been criticized for an apparent lack of leadership, calling into question the leaders’ ability to manage change as a result of the recent mergers of HE institutions. The aim of this present research was to establish the frequency of exhibition of transformational leadership and its behaviors and its level in this sector, including the commonly manifesting themes and strategies that transformational leaders, as change agents, utilize to effect change in their organizations. The Multifactor Leadership Questionnaire was administered and followed by individual interviews. It was found that these leaders exhibit transformational leadership fairly often and that, contrary to criticism, they manage change fairly successfully.(Gift Vinger, Frans Cilliers, 2006)

A study on Bass and Avolio's notion of transformational leadership and its similarities with several fundamental managerial practices is studied in this paper. To evaluate the author has used the MLQ and MPS from Yukl’s managerial practices. The study revealed that the TL along with MP can impact the individual in the organization in many (J. Bruce Tracey And Timothy R. Hinkin,1998)

The term transformational leadership was introduced by Downton (1973) but the concept got credibility and wide acceptance only after the publication of the book Leadership by James Macgregor Burns (1978). Burns, a University of Maryland professor, said that “transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of morality” (p. 20). Burns contrasted
transformational leadership with transactional leadership, defining transactional leadership as encompassing those transactions that occur when leaders give rewards in exchange for specific behavior by followers. Followers working strictly for a paycheck exemplify transactional leadership. In contrast, transformational leadership involves the transformation of the attitudes, motivations, and behaviors of both leaders and followers (Jackson & Parry, 2008). Mohandas Gandhi is frequently cited as a classic exemplar of transformational leadership (Northouse, 2007). Gandhi spent lengthy periods in prison and withstood health-threatening fasts to create a transformative moral vision based on what he called truth (Fisher, 1983; Nahavandi, 2003) and Gandhi is seemed as a transformational leader among several in India (James O. McDowelle, 2002).

The purpose of this study is to explore the excellent vocational high school teachers’ perceptions regarding organizational factors; these were related to the organization of the school and how this affected organizational innovation. Numerous studies have been done in transformational leadership and it has been proven that there is always a positive affirmation associated organizational innovation. According to Elkins and Keller, 2003 Leaders are critical for organization innovation particularly transformational leaders who engaged in inspirational motivation and intellectual stimulation were highly critical. Transformational leadership used by school principals is essential in sustaining the commitment of teachers (Marks and Printy, 2003). Similarly, Nir and Kranot et al. (2006) explored school principal’s leadership style and teachers’ self-efficacy. A sample of about 700 teachers studied in this research and the study indicated that transformational leaders were more likely to shape the kind of job circumstances that enable individual satisfaction and therefore, allow personal teacher efficacy to develop. The principal leader behavior has an influence in a teacher’s performance and in turn for organizational learning. This study identified that majority of sample participants considered transformational leadership as an important factor for excellent principals. This study also revealed that there is a mediator effect on support for innovation and organizational learning in the relationship between transformational leadership and organizational innovation. (Jen-Chia, Chang, 1987)

Emotions (feelings and moods) play a central role in an individual and thus managing the emotions is one of the great expectations from a leader. Emotional Intelligent (EI) is the ability
to understand the emotions and manage it well within and others contributes to effective leadership in an organization. Four major aspects of emotional intelligence are, the appraisal and expression of emotion, the use of emotion to enhance cognitive processes and decision making, knowledge about emotions, and management of emotions. How emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing and maintaining a meaningful identity for an organization is discussed well in this paper (Jennifer M. George, 2000)

This research has tried to study the effects of the developmental leadership on the intellectual capitals in the customs of Islamic Republic of Iran (I.R.I). The structural equations model (SEM) is used in this research the results showed that transformational leadership has a positive and meaningful effect on human and structural capitals, but has not shown any meaningful effect on the customer capitals in the customs of I.R.I. Hence Mohammad suggested that an expansion of TL is required in IRI (Mohammad Ali Sarlak, Mahdi Moradgholi and Ali Ghorbani, 2012)

For a successful organizational transformation leadership is vital and the strategic decisions are taken by leaders would bring transformation in the organization to ensure competitiveness in the market. This paper attempts to take a preliminary look at those behavioral manifestations of transformational leadership that are unique to Indian culture, most of which have been drawn from Singh and Bhandarker’s (1988) model. After using the grounded theory method for data generation results show that the universal dimension of transformational leadership and culture-specific dimensions like Nurturing, Personal Touch, Expertise, Simple-Living-High-Thinking, Loyalty, Self-Sacrifice, and Giving Model of Motivation. The paper concludes by discussing the importance of recognizing culture-specific manifestations for leading change (Niti Singh and Venkat R. Krishnan, 2005)

The purpose of this study is to examine and identify the influence of learning organization as a mediator on the relations between leadership styles (transformational, transactional and passive-
avoidant) the mediation ensures to empower people, relationship, promote inquiry, being strategic and hence this study says that mediation of leadership style is vital (Nont Sahaya, 2012).

Leadership is defined as a process by which a person influences others to accomplish a goal and directs the organization in a way that makes it more cohesive and coherent (Burns, 1989). According to Burns (1978), there are two types of leadership which is transformational leadership and transactional leadership. In this study Noordin identifies the relationship between the power style, leadership style and personality dimensions and the results revealed that there is a positive correlation between transformation leadership style and expert, referred powers and reward powers correlates with the transactional leadership style (Noordin Yahaya, Mohammad Aslan B Mohammad Taib, Jasmi Ismail, Zainudin Shariff, Azizi Yahaya, Yusof Boon And Sharing Hashim, 2011).

Survival of organization depends upon its leadership and the interpersonal trust that the leadership exhibits towards the organization these aspects have been researched well and the study revealed that in organizational justice the interaction justice played a greater role in the relationship between transformational leadership and trust than procedural justice. Distributive justice mediated the relationship between transactional leadership and trust (P. Krafft, A.S. Engelbrecht, C.C. Theron, 2004). Leadership style and creativity has an significant positive relationship and this is well argued, it is also found that there is a higher statistically significant positive relation between transformational leadership style and creativity than between creativity and the other leadership styles (R Huysamen, J M Schepers, J Zaaaiman, 2003).

Charismatic leadership and organization commitment is studied in detail among the Indian organizations. The findings indicate leader’s sensitivity to member’s needs is related to organizational commitment, having a clear vision and articulating it seems related to commitment, and managers need to be clear about the goals and values of the organization. Charismatic leadership and job satisfaction is found to exert the strongest effect on organizational commitment (R. K. Shastri, K. Shashi Mishra and A. Sinha, 2010).
Transformational leadership predicted higher project quality and budget/schedule performance ratings at time transformational leadership was a stronger predictor of project quality ratings for research projects than for development projects. (Robert T. Keller, 1992)

The relationship between thinking style preference, emotional intelligence and leadership effectiveness in an institution of higher education was discussed well. The psychometric analyzing tool has been used like Nettling Brain Preference Profile (NBPP) and the Mayer, Salovey and Caruso Emotional Intelligence Test (MSCEIT), as well as the Kouzes and Posner Leadership Practices Inventory (LPI). The study found some evidence to support the relationship between thinking style, emotional intelligence (EI) and leadership effectiveness (Tessie H Herbst , Kobus G Maree, 2006)

Subordinates reciprocate by performing in accordance with supervisory preferences. Additionally, superiors who utilize empowering leadership practices are predicted to be viewed as fair by subordinates. (Tiffany Kellerl And Fred Dansereaul, 1995)

The conviction that under certain circumstances “hierarchical leadership influence is replaced by the contingencies” is the central premise of the substitutes for leadership. In this regard, spectacular research has been taken to identify the potential substitutes for the leadership. However, the present study evaluated the followers’ ability as a substitute for leadership. In this study the follower’s ability was tested through hierarchal regression. The author has also spoken in length about the situational leadership and showcasing a right kind of leadership according to the follower. The statistical results obtained through hierarchical regression confirmed the substitution effects of followers’ ability on leadership styles and followers’ criterion variables. So a right level of leadership should be shown and a substitution will not help (Wan Khairuzzaman Wan Ismail, Ghulam Hussain, Siti Zaleha Abdul Rashid and Noor Azmi Mohamad, 2011)

In Hersey and Blanchard's situational leadership theory leader/follower relationships are not necessarily hierarchical. Any reference to leader or follower implies potential leader and potential follower. The concepts are intended to apply regardless of attempts to influence a subordinate's behavior, the boss, an associate, a friend, or relative. A leader consideration, leader
structuring, follower readiness/maturity, follower satisfaction, follower performance, and leader-
member exchange is key in SLT (William R. Norris And Robert P. Vecchio, 1992)