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“The Relationship of Empowerment, Transformational Leadership and Personal Outcomes: An Empirical Study in India”

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Abstract:

Maintaining & creating sustainable businesses need an understanding of the role of leadership in enhancing personal outcomes of employees. The rationale of this paper is to analyze how Empowerment mediated the relationship between transformational leadership and follower's vision in life and positive self esteem. Data were collected from 200 managers of a large organization in India. They answered to questions about their manager's transformational leadership and their own empowerment, vision in life and positive self esteem. Results show that transformational leadership enhances followers' vision in life and positive self esteem through enhancing empowerment. Limitation of the study is leader's self-rating on transformational leadership could be taken, but it would not be as legitimate as the rating given by subordinates. Another limitation is the collection of all data at the same time. The strong and positive relationship between empowerment and vision in life helps followers to see greater meaning of life. Efforts to increase meaning of life should first focus on increasing self-efficacy. If subordinate do not have faith in their own competence to do their work, its not possible for them to see vision in life. This study helps in enriching the literature by describing the process by which transformational leaders enhance followers' vision in life and positive self esteem

Key words: Transformational leadership, Self-efficacy, Empowerment, vision in life, Positive self esteem, India,

1. Introduction

AT present world of business mergers, workplace diversity, shifting demographics, nonstop advances in technology, and uncertain behaviour of the economy, transformational leadership is becoming even more significant. Leaders will require showing confidence, giving direction, and motivating followers to stay engaged and dedicated to their organizations' objectives. Strong leaders not only create policies and procedures but also push followers to achieve beyond expectations and to accomplish levels of excellence, maintain a positive culture, and motivate followers to become excellent leaders themselves. Several studies have shown that followers' loyalty, commitment, performance and satisfaction are linked to transformational leadership (Judge & Piccolo, 2004). Whether companies want to hire these leaders from outside or develop them within the organization, having transformational leaders is important to an organization's survival in these changing times. Transformational leadership helps in increasing followers feelings of empowerment, creativity, engagement and to decrease the stress. It will increase employee retention, innovation, improved market share, increased unit financial performance, customer satisfaction, and work-related safety (Sosik & Jung, 2010). Creating sustainable businesses need an understanding of the responsibility of leadership in addressing individual outcomes of employees like vision in life and positive self esteem have become a vital concern for organizations in the strong competition for attracting and retaining employees? Vision in life makes one's life focused and positive self esteem is regarding being happy; these are significant factors of anyone's life, and followers anticipate work organizations to give to them. Giving stress to only on work-related results may not be adequate anymore. There is a need to recognize the processes by which desirable individual results of employees can be improved. Leadership style is one of the most important factors that influence the life of subordinates. Employees are happier working under managers who show transformational leadership behaviours, because such managers will demonstrate more individualized consideration. Transformational leadership has important effects on a number of aspects of organizational life and on employee spirituality. Psychological empowerment is very important in many organizations these days. Psychological empowerment is form of intrinsic job motivation that includes four dimensions – impact, choice, competence and meaningfulness this result in happy and creative employees. Transformational leadership could improve the happiness of subordinates. Personal results like positive self esteem are straight away affected by job-related factors rather than by leaders behaviours, although, supervisor's leadership

behaviours can influence those work-related factors. A supervisor who makes their followers feel more skilled and find jobs more meaningful is likely to enhance the happiness of employees. By Understanding the empowerment mediating role will give guidelines to transformational a leader who wants to improve the personal results of their employees. This paper study how transformational leadership is linked to followers' Vision in life and positive self esteem, with empowerment as a mediating factor.

1.1. Transformational Leadership

Transformational leadership holds great guarantee for the advancing relationship between society and businesses because it can root basic change, answer deeper issues and generate new paradigms. According to Burns (James MacGregor Burns (1978)), transforming leadership is leaders and followers help each other to move forward to a higher level of confidence and inspiration. Burns associated with the difficulty in discriminating between management and leadership and claimed that the differences are in behaviour and personality. He established two concepts: transforming leadership and transactional leadership. Burns' theory says that the transforming approach brings a major change in the life of people and organizations. It redesigns perceptions and morals, and changes potential and aspirations of workers. Very unlike the transactional approach, it is not based on a given and take connection, but on the leader's personality, qualities and capability to make a change through example. Bernard M. Bass (1985), extended the work of Burns (1978) by explaining the psychological mechanisms that motivate transforming and transactional leadership. Bass had introduced transformational in place of transforming. Bass added to the early concepts of Burns (1978) to help explain how transformational leadership could be calculated, as well as how it impacts employee motivation and presentation. How much is a leader is transformational, is measured first, in terms of his effect on the followers. The employees of such a leader feel trust, loyalty, admiration and respect for the leader and because of the qualities of the transformational leader are keen to work harder than initially expected. These results take place because the transformational leader offers subordinate something more than just working for self grow; they provide employee with an exciting mission and vision and give them an identity. Transformational leadership is the most frequently researched over the past two decades (Avolio, Walumbwa, & Weber, 2009; Judge & Bono, 2000) because of its confirmed influence on rising followers' positive attitudes and levels of performance. Transformational leadership expands other leadership theories by its focus on significant behaviours that comprise motivating followers to complete challenging objectives, increasing their confidence required to perform beyond expectations, being a role model for the organization, communicating a passionate vision for the future and growing their followers to meet their full possible (Bass & Avolio, 1990). Transformational leadership is leader's behaviours that change and motivate followers to perform beyond potential while sacrificing self-interest for the betterment of the organization (Avolio et al., 2009, p. 423). The Judge and Piccolo (2004) meta-analysis clears that transformational leadership is positively linked to leadership effectiveness and several vital organizational results (such as increased productivity and decreased turnover) across organizations, situations, cultures, and levels of analyses. As per transformational leadership theory (e.g., Bass, 1985) and self-concept-based explanations of such leadership (Shamir et al., 1993; Sosik & Cameron, 2010), transformational leaders effects employees' self-definitions, beliefs, values, and behaviours. They also allow followers to be acquainted with the importance of their work and increase their skills knowledge and abilities to reach their full potential (Bass, 1985). Thus, transformational leaders are likely to be associated with empowered employees who have strong recognition with their organizations. There have been so many proofs to suggest that transformational leadership has a positive effect on subordinate job attitudes and performance at personal level. The researchers have explained that transformational superiors act upon the following elements:

- Charisma (idealized influence): such leadership makes co-workers enthusiastic, helps in confidence building, communicates vital objectives in a simple way, and gain respect; team members follow his/her as an ideal, and try to recognize with him/her.
- Inspirational motivation: stimulates the strength of his/her subordinate by giving his/her own example and increasing their enthusiasm for achieving their objectives. Leader represents the logic of their work, attractive vision and challenges to his/her subordinates, inspires the collective strength and enthusiasm.
- Intellectual stimulations: the latter generates rationality and creativity and challenges subordinate at all times to resolve their problems in a creative and systematic manner;
- Individualized consideration (personal treatment of followers): In person speaks up for the growth of every team member, treats everybody as an individual with a particular character, and not only as subordinated worker, respects and supports the employee, allows the employee more independence, encourage bidirectional communication, use the method of management by walking around. Here the leader acts like a good mentor (Cameron and Green 2007, 129; Bass and Riggio, 2006: 5-7; Antonakis, Avolio and Sivasubramaniam, 2003: 264-5).organizational levels (e.g., Lowe, Kroeck, & Sivasubramaniam, 1996).

1.2. Positive Self Esteem And Vision In Life

Employee happiness is an important topic in an organizational setting and is vital to efficient management practice. Fisher (2003) reported that healthier and happier employees contribute to the increased productivity and effort and lack of happiness of the employee's increases costs of turnover, absenteeism, compensation claims, reduced productivity, illness, health insurance (Cooper and Cartwright, 1994; Grant et al., 2007). Personal measures of personality are connected to positive self esteem (Steel et al., 2008). Doest et al. (2006) found that individual goal facilitation by work showed direct relations with job behavior and positive self esteem, with stronger relationship between these for extremely appreciated personal objectives. Enhanced happiness will help improve employee withholding. Supervisor behaviour has a major influence on employee's physical health and mental health. Gilbreath and Benson

(2004) found that supervisor behaviour helps to the forecast employee psychological happiness beyond the contribution of other important variables. Many theories have confirmed the effect of supervisor behaviour on subordinate happiness and health. Gill et al. (2006) explained that if employees supposed their managers to be transformational, job stress will be low. Vision in life is a vital aspect of human survival. Humans are characterized by an innate drive to find vision and importance in their lives, and failure to achieve meaning results in psychological distress. Having clear vision has been directly linked to life satisfaction, work enjoyment, and happiness, in addition to other measures of fit psychological functioning (Steger et al., 2006). Steger and Frazier (2005) found that Vision in life mediated the relation between self-esteem and optimism as well as religiousness and life satisfaction. Apart from they establish that Vision in life also mediated the relation between happiness and daily religious behaviour. King et al. (2006) found strong relations between positive influence, aim appraisals, and Vision in life. So, transformational leadership could be not directly linked to Vision in life. Transformational leadership explain the self-concept of employees and move them toward the social element of the self-concept. Schlegel et al. (2009) establish that the accessibility of the self-concept forecast the experience of Vision in life. They also clarify that traits related to the self-concept improved perceptions of Vision in life. Though there is indirect empirical evidence connecting transformational leadership and follower's Vision in life, the above arguments provide some basis for expecting a relationship between them.

1.3. Empowerment

One of the initial theory of empowerment appeared in the book entitled "Men and Women of the Corporation" in 1977 by R.M.Kanter (Kanter, 1977), that describe the characteristics of organization which decide employee empowerment. She says that people react logically to the circumstances in which they find themselves. When situation is prepared in such a way that workers feel empowered, there are more chances that they feel more satisfied with their job. Empowerment takes place when the work surroundings are prepared in a way that enables workers to do their job. Kanter shows six structural organizational circumstances conducive to office empowerment which is known as Structural Empowerment as an employee awareness to get the empowerment structures to achieve their work: opportunity, resource, support, information, formal and informal power. Formal power comes from office positions that are visible and vital to achieving organizational objectives. Informal power comes from peer relationships in the organization that make possible organizational goal achievement (Kanter, 1977; 1997; Laschinger, 1996; Faulkner & Laschinger, 2007). Employees who consider their work environment gives access to these factors are empowered. These consequences are increased level of organizational promise and feeling of independence that gives confidence to employee to be more productive and successful in meeting organizational objectives. (Laschinger, 2003). Conger and Kanungo (1988) gives empowerment as the motivational concept of self-efficacy. It increases self importance through identifying and shifting the conditions that promote powerlessness. Spreitzer (1995) considered the measurement, validation and dimensions of psychological empowerment. At first glance psychological and structural empowerment is quite similar, but there is an significant difference in these two. While structural empowerment is the awareness of the presence or nonexistence of empowering environment in the office, psychological empowerment is the employees' psychological understanding or reaction to these situations (Laschinger & et al., 2004). Result from Laschinger and et al. (2001) discovered that psychological empowerment have mediating role of relationship between job satisfaction and structural empowerment. Based on the above arguments, we also examine psychological empowerment works as mediator between structural empowerment and attitude results. Conger and Kanungo (1988, p. 474) explain empowerment is a process of increasing feelings of self-efficacy between organizational employees through the recognition of situation that promote powerlessness and through their elimination by both formal organizational practices and informal techniques of giving efficacy information. Self-efficacy means to the power of the belief that one can attain one's objectives (Weierter, 1997). Several studies have give support for a positive relationship between transformational leadership and psychological empowerment (Ozaralli, 2003). Jung et al. (2003) explained that transformational leadership had major and positive relationships between empowerment and an innovation-supporting organizational environment. Arnold et al. (2007) explain that the meaning that individuals assign to their work mediated the relationship between transformational leadership and psychological happiness. Nielsen and Munir (2009) establish that followers' self ratings of self-efficacy mediated the relationship between transformational leadership and positive emotional well-being.

On the basis of the above discussion we have developed three hypotheses:

- H1. Transformational leadership is significantly related to follower's Vision in life.
- H2. Transformational leadership is significantly related to follower's positive self esteem (Employee's happiness).
- H3. Empowerment mediates the relationship between transformational leadership and follower's Vision in life and positive self esteem.

To achieve the objectives of the study the paper is divided into following sections; section I i.e. the present section gives insights of transformational leadership along with conclusions and review of studies done in India and abroad, section II gives data and methodological descriptions used in the study. Section III gives the analytical results of the study done, followed by summary and conclusions in section IV, Section V contained limitations of the study along with suggestions for future research, References are contained in the last section.

2. Data and Methodology

Data collected from a random sample of 200 managers of a large organization in India. It was made clear to every respondent that all responses were anonymous. All Respondents were employed on a full-time basis, and randomly selected from employee lists given by the human resource manager of the organization. They asked to questions about their leader's transformational leadership and their

personal empowerment, Vision in life and positive self esteem. Most of the respondents had been functioning with the superior they rated for at least two year. Out of a total of 200 questionnaires distributed 67.9% completed questionnaires were returned. Many questionnaires were excluded due to incomplete responses. Bass and Avolio's (Northouse, 2003), Multifactor Leadership Questionnaire Form 6S was used to measure transformational leadership. We have taken 12 items on the scale, with three items for every four factors – idealized persuasion, motivation, intellectual inspiration, and individualized concern. To calculate score for that factor of transformational leadership we have used mean of the three items of each factor, and all analyses were done independently for each of the four factors. To capture the meaning and competence dimensions of empowerment we have measured six items (Spreitzer, 1995). The remaining two dimensions (self-determination and impact) of Spreitzer were not included since they were not significant for the sample studied.

Vision in life was measured using five items from Steger et al. (2006) that capture the presence of Vision in life. Positive self esteem was measured using the five items of the satisfaction with life scale (Pavot and Diener, 1993). every response were recorded on a five-point scale. In this study, all data were gathered from single source, which can results in common method bias. To verify this we use Harman's one factor test. The basic hypothesis of this technique is that if a significant amount of common method variance is present then either a single factor will come out from the factor analysis or one common factor will account for the majority of the covariance among the measures. For this study, principal components analysis is used on the seven variables, and it was found that two factors emerged (eigen value 39). This shows that common method bias may not have significantly affect on the results.

3. Analysis and Interpretations of Results

The means and standard deviations, and Cronbach's α of and correlations in all variables are given in Table I. All the variables are significantly positively correlated to each other.

The method given by Baron and Kenny (1986) was followed to test the hypotheses. The regression results are presented in Tables 2-5. In the table we have shown that first transformational leadership affected empowerment in the first equation; second transformational leadership affected vision in life second equation and empowerment affected meaning in life in the third equation.

The findings are shown in following tables.

	M	SD	1	2	3	4	5	6	7
Idealized persuasion	3.11	0.71	-0.72						
Motivation	2.91	0.67	0.64	-0.66					
Intellectual inspiration	2.79	0.71	0.62	0.77	-0.83				
Individualized concern	2.75	0.79	0.62	0.71	0.65	-0.75			
Empowerment	3.4	0.49	0.22	0.26	0.21	0.19	-0.82		
Vision in life	3.17	0.63	0.27	0.18	0.19	0.25	0.52	-0.82	
Positive self esteem	2.71	0.63	0.27	0.25	0.19	0.22	0.45	0.47	-0.77

Table 1

Notes: Standardized Cronbach's coefficient (α) is shown in parentheses along the diagonal .N=200. p value is less than 0.01 for all correlation coefficients. This table is showing mean, standard deviation and correlation between all variables.

Variable is dependent.	Variable is independent.	Parameter estimate.	T	Model R²	Model F
Empowerment	Idealized persuasion	0.12	4.52	0.09	19.87
Vision in life	Idealized persuasion	0.24	4.29	0.08	18.1
Vision in life	Idealized persuasion	0.07	2.19*		
	Empowerment	0.79	8.67	0.37	58.06
positive self esteem	Idealized persuasion	0.13	4.02	0.07	13.43
positive self esteem	Idealized persuasion	0.18	2.56*		
	Empowerment	0.34	5.34	0.15	34.34

Table 2

In this table we can see that empowerment mediating the influence of idealized persuasion on vision in life 4.29. In this table we can see that empowerment mediating the effect of idealized persuasion on positive self esteem 4.02 and p value is < 0.001 which is less than .05 level so significant and t values are more then 2 for all so showing significant impact,* shows value at p<0.05.

Variable is dependent.	Variable is independent.	Parameter estimate.	T	Model R ²	Model F
Empowerment	Motivation	0.12	4.42	0.07	15.87
Vision in life	Motivation	0.29	3.42	0.07	12.1
Vision in life	Motivation	0.06	1.43**		
	Empowerment	0.76	9.68	0.38	59.89
positive self esteem	Motivation	0.22	3.56	0.04	14.43
positive self esteem	Motivation	0.12	2.43*		
	Empowerment	0.51	7.34	0.14	39.34

Table 3

Notes: In this table we can see that empowerment mediating the effect of inspirational motivation on vision in life is 3.42 (p is less than 0.001). In this table we can see that empowerment mediating the effect of motivation on positive self esteem 3.56 (p is less than 0.001). *shows $p < 0.05$ and ** means $p < 0.10$.

Variable is dependent.	Variable is independent.	Parameter estimate.	T	Model R ²	Model F
Empowerment	Intellectual inspiration	0.13	3.46	0.05	10.1
Vision in life	Intellectual inspiration	0.16	2.42	0.04	7.46
Vision in life	Intellectual inspiration	0.06	1.43		
	Empowerment	0.78	14.48**	0.36	54.89
positive self esteem	Intellectual inspiration	0.22	3.36**	0.03	14.97
positive self esteem	Intellectual inspiration	0.11	2.45*		
	Empowerment	0.59	5.54**	0.13	37.34

Table 4

Notes: In this table we can see that empowerment mediating the effect of intellectual inspiration on vision in life 2.42 ($p < 0.01$). In this table we can see that empowerment mediating the effect of Intellectual inspiration on positive self esteem 2.45 ($p < 0.01$). *shows $p < 0.05$ & ** means $p < 0.001$.

Variable is dependent	Variable is independent.	Parameter estimate.	T	Model R ²	Model F
Empowerment	Individualized concern	0.15	4.21	0.07	19.87
Vision in life	Individualized concern	0.19	4.29	0.05	16.1
Vision in life	Individualized concern	0.07	1.36		
	Empowerment	0.75	8.87	0.38	54.06
positive self esteem	Individualized concern	0.19	3.64**	0.03	13.44
positive self esteem	Individualized concern	0.11	1.92*		
	Empowerment	0.52	7.32	0.14	34.37

Table 5

Notes: In this table we can see that empowerment mediating the effect of individualized concern on vision in life 4.29 ($p < 0.001$). In this table we can see that empowerment mediating the effect of individualized concern on positive self esteem 3.6 ($p < 0.001$). *shows $p < 0.05$ and ** shows $p < 0.01$.

We can see from the tables that the effect of transformational leadership on vision in life was less in the third equation than in the second. Sobel's test was used, and it showed that this decrease in the outcome of transformational leadership was statistically significant. Thus, empowerment mediated the relationship between transformational leadership and employees' vision in life. The above procedure was also used to test the mediating effect on employee's positive self esteem. The regression results are given in Tables 2-5; we can see that all the three conditions of mediation held in the forecasted direction. Moreover, the effect of transformational leadership on positive self esteem was less in the fifth equation than in the fourth. Sobel's test was used, and it showed that this decrease in the effect of transformational leadership was statistically significant. So we can say on the basis of the tables that all the three hypotheses were supported.

4. Conclusion

This study shows that the mediating role of empowerment exists in the relationship between transformational leadership and followers' performance in the organizational sample used in this study. In this firm leaders have properly implemented transformational styles in managing organizations employees. Further majority of employees realized that such leadership practices had increased their empowerments in implementing job functions and increasing inner satisfaction. As a result, it may lead to help followers' Vision in life and positive self esteem and their performance in the organization. The implications of this study in term of theoretical contribution, this study discovered that empowerment does act as a mediating factor in the relationship between leadership and followers' Vision in life and positive self esteem. As far as the robustness of research methodology is concerned the data gathered using leadership management literature, the in-depth interviews and survey questionnaires have meet an acceptable standard of reliability and validity analysis, thus may results in accurate and reliable findings. Results shows that transformational leadership is positively related to subordinate's Vision in life and positive self esteem and this relationship is mediated by empowerment. There is a direct effect of transformational leadership on happiness of employees (positive self esteem). Therefore, transformational leadership effect's on positive self esteem is only partially mediated by empowerment. This Paper adds to the existing body of knowledge by proving that followers of transformational leaders see greater vision in life and are also higher on positive self esteem. The results of this study develop our conceptual knowledge of the effects of transformational leadership. Employees who are happy and in have clear vision in life are the paramount contribution to organizations in a competitive world. The A happy labor force is the utmost that an organization can ask for. Transformational leadership is vital in achieving this. Earlier studies have acknowledged the effect of transformational leadership on subordinate's self-efficacy. On the other hand, this study contributes to the body of information by including the further results of empowerment also. this paper shows that increasing self-efficacy may be a useful means to enhance vision in life and positive self esteem. This paper adds to the existing literature by giving the process by which transformational leaders enhance employee's vision in life and positive self esteem. The result of this paper can be used as a standard by management to improve the effectiveness of leadership styles in organizations.

5. Limitations and Suggestions for Future Research

Only one possible means which mediates the relationship between transformational leadership and its impact on vision in life and positive self esteem was examined in this study. Future research may examine other mechanisms which can mediate the effects of transformational leadership such as trust in leader.

The present study was conducted in organization in India may also have effect on its findings. Future work can be done in a larger number of organizations and in foreign country to determine whether the findings are generalizable outside of India. The effect of transformational leadership on followers' vision in life and positive self esteem is mediated by empowerment. This paper provides initial support for the role of empowerment as a mediating factor in the relationship between transformational leadership and followers' vision in life and positive self esteem. As further research provides greater support, the process of enhancing followers' vision in life and positive self esteem could focus on training leaders to be more transformational, and motivating transformational leaders to focus on empowering followers.

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