

Effective Leadership Attributes: Evidences from Indian Power Sector

Sunil Maheshwari & Alka Rai

This study explores the attributes of effective leadership from the followers' perspective in the context of Indian power sector. The survey respondents (n = 105) were senior level executives working in the selected organization. Various leadership attributes were determined to measure their predictability on overall leadership effectiveness. Three separate multiple regression analyses were conducted to analyze the hypotheses of the study. The constructs related to each dimension, i.e., intellectual, managerial and emotional and social dimension were regressed against leadership effectiveness separately. Among intellectual dimension variables, only Internal Customer Orientation, Community Orientation and Creativity were found significant. Further, Communication, Performance Orientation and Developing and Empowering were the managerial dimensions found significant in predicting leadership effectiveness.

Sunil Maheshwari is Professor, Indian Institute of Management Ahmedabad. E-mail: sunilm@iima.ac.in. **Alka Rai** is Assistant Professor, NTPC School of Business Noida, E-mail. alka.raii20@gmail.com.

Introduction

Leadership has been the core of several behavioral researches for more than ten decades. A lot of research on leadership is obvious as “no member of a social group – be it a work team, organization, nation, or other social grouping – is better positioned to impact the functioning of the group than a leader” (Knippenberg, 2011: 1078). Scholars are continuously exploring the style and behavior for optimal leadership. It is observed that followers' commitment, satisfaction and performance are the major criteria for assessing the optimal style or behavior of leadership. In line with such observations, this study agrees with assertion of Dabke (2016 : 30) that “leaders are not just what they think they are. They are also what their followers perceive them as. Perceived leadership effectiveness is a phenomenon that lies more in the eyes of the significant stakeholder rather than objective job outcomes”. Earlier, leaders were assumed to have the responsibility of

overall functioning of the group/organization including evaluating, controlling, planning of related aspects. But, in today's era leaders are supposed to play motivational and inspirational roles and to create cohesive work environment through engendering belongingness among workforce. Such transitions in leaders' role make followers a focal point of complete leadership functioning. Following such assertions, this study assumes followers' perception as crucial for assessing the effective leadership.

This study deals with the key research question: "What attributes of leaders are related to overall effectiveness of leadership"? Mainly, this research intends to find different factors that could be the determinants of leadership effectiveness. At first, this research question appears to be well researched with significant number of empirical evidences. However, it is found that only a few scholars have addressed this subject in detail and surprisingly not much deliberation is done to explore what facets of leadership lead to overall effective leadership from followers' perspective. Following such research gap, this study explores the attributes of effective leadership from followers' perspective in the context of Indian power sector.

This study may add significantly to the literature as it deals with the above identified research question. First, it tries to find the range of attributes causing effective leadership from the followers' perspective. Such exploration will reveal knowledge on what makes a subordinate to feel their leader effective. Another

contribution of this research is the context of the research, i.e., Indian power sector. It seems from review of literature that no studies have substantiated their research on effective leadership from the responses of Indian power sector employees. It is also observed that the previous studies exploring the attributes of leadership effectiveness have mainly focused on personality-based traits of leaders. This study might be additive to the literature by corroborating a wide range antecedents of effective leadership from followers' perspective.

Literature Review

The literature review helped us to find the number and pattern of research in leadership effectiveness in last decade. The research articles were searched through online database including EBSCO business source premier, Emerald full text, PsycINFO, and ABI/INFORM. The database was searched with keywords of [leader*AND effective*]. The studies were reviewed to find the evidences of the relationship between different attributes of leadership and overall leadership effectiveness.

On the basis of review of literature and semi-structured interview of the experienced personnel involved in academics, research and power industry of India, vision; strategic orientation; inspiring, developing and empowering employees; external customer focus; internal customer orientation; integrity; community orientation; communications; creativity; performance orientation; initiative; decision making; receptivity to change;

identification with the company; self-concept, concern for quality, safety and profit were taken as attributes of effective leadership. The construct of the study was clubbed under three dimensions of leadership suggested by Higgs and Dulewicz (2014). These authors have suggested three dimensions of leadership: Intellectual dimensions; Managerial dimension; Emotional and Social dimension. The intellectual dimension includes aspects like critical analysis and judgment, vision and imagination, strategic perspective. The managerial dimension involves resource management, engaging communication, empowering, developing and achieving activities. Further, emotional and social dimension covers self-awareness, emotional resilience, intuitiveness, interpersonal sensitivity, influence, motivation and conscientiousness.

This study has divided the present identified leadership constructs into these three wide domains. Vision, strategic orientation, external customer focus, internal customer orientation, community orientation and creativity were considered as intellectual dimension. Further, communication, developing and empowering, decision making and performance orientation were understood as managerial dimension. Finally, self-concept, integrity, inspiring, concern for quality, safety and profit, identify with company, initiative and receptive to change were taken as emotional and social dimension of leadership.

Framing of Hypotheses

Literature has substance of the relationship between various constructs of

intellectual dimension and overall leadership performance. Literature suggests that vision is the core competency of leaders (e.g., McDermott et al., 2011); yet, articulation may depend upon many factors including personal style, culture, context and sector. Next, “a strategic orientation has been associated with anticipating environmental influences, and coping with environmental agents through persuasion, cooperation and negotiation” (Srivastava & Nachman, 1989 : 54). Accordingly, strategic leadership literature accentuated the significance of the leaders’ strategic orientation (Boal & Hooijberg, 2000). The leadership literature has also outlined the importance of leaders’ orientation towards various stakeholders such as internal and external customers, and community overall. The emerging literature on ‘responsible leadership’ has majorly covered leaders’ orientation towards stakeholders. The responsible leadership literature emphasizes leaders’ stakeholder orientation through arguing that “winning the mandate to lead requires a relational leadership approach based on inclusion, collaboration and co-operation with different stakeholder groups” (Wicks et al., 1994). Leadership takes place in interaction with a multitude of followers as stakeholders inside and outside the corporation. Here, the leader becomes a coordinator and a cultivator of relationships

Winning the mandate to lead requires a relational leadership approach based on inclusion, collaboration and co-operation with different stakeholder groups.

towards different stakeholder groups. (Maak & Pless, 2006 : 99-100). Creative leaders are assumed to be instrumental to promote innovation at organization, e.g., Ellen Mathisen et al.(2012) as well as creativity among followers (Gamze et al, 2017).

H1: Intellectual Dimension (i.e., vision, strategic orientation, external customer focus, internal customer orientation, community orientation and creativity) will be positively related to leadership effectiveness

In the seminal work on communicative leadership, Johansson et al. (2014) have emphasized the role of leaders' communication competence through proposing a communicative behavior profile as act of initiating structure (e.g., setting goals, task allocation), work facilitation (coaching and training, feedback), relational dynamics (e.g., openness, supportiveness, conflict management), represent and outcomes. "Leadership essentially means identifying what is possible to do and develop, identifying the people who can do it and empowering them to do it" (McDermott et al., 2011: 370). Thus, developing and empowering people is one of the essential skills of a leader, hence play a major role in determining leaders' effectiveness. The importance of leaders' data driven decision making has been widely recognized in the context of schools (Sergis & Sampson, 2016.); thus, it is assumed that the construct might be useful in another context also. Regarding leaders' performance orientation, Hendricks and Payne (2007: 321) mentioned that "no studies have

examined leader goal orientation as an antecedent of leadership effectiveness"; hence initiated to establish leaders' goal orientation as antecedent of leaders' effectiveness. In order to fill the gap as well as to support the findings of Hendricks and Payne (2007), the study has taken to examine the relationship between leaders' performance orientation and leadership effectiveness. In the line of above given discussion, the four constructs namely communication, developing and empowering, data driven decision-making and performance orientation have been taken as managerial dimension and accordingly the effect of these dimensions on leadership effectiveness have been assessed.

H2: Managerial Dimension (i.e., communication, developing and empowering, data driven decision making and performance orientation) will be positively related to leadership effectiveness.

The propositions in literature suggest hypothesizing the relation between leaders' self-concept and their effectiveness. For instance, Lapierre et al. (2012:766) have found that "leaders with a stronger relational self-concept provided more career support to followers who displayed higher (vs. lower) task performance". Another study of Goldsmith et al. (1996) also explored the leaders' self-concept for identifying fashion leaders. However, it is observed that the effect of leaders' self-concept on leadership effectiveness is rarely investigated, hence needs to be studied. Exploring the effect of leaders' integrity may bring another interesting

insight to the leadership literature as very few studies (e.g., White & Lean, 2008; Moorman & Grover, 2009) are available on such phenomenon. Further, in line with the inspirational leadership (e.g., Bass, 1988; Joshi et al., 2009), this study has taken to assess how inspiring behavior of leaders create impact on their overall effectiveness. Further, it is also assumed that leaders' identification with company may affect their effectiveness. A study from Effelsberg and Solga (2015) can be taken in support of such a proposition where a relationship between leaders' organizational identification and follower's perceived transformational leadership is established. Following the argument of Eisenbach et al. (1999) that "the importance of leadership to the change management process is underscored by the fact that change, by definition, requires creating a new system and then institutionalizing the new approaches. While change management depends on leadership to be enacted, to date there has been little integration of these two bodies of literature", the need for investigating the effect of leaders' 'initiative and receptive to change' behavior is realized. In addition, how leaders' concern for quality, safety and profit mould their effectiveness is also examined. Following the previous discussion, the third hypothesis of the study is farmed as:

H3: Emotional and Social Dimension (i.e., self-concept, integrity, inspiring, concern for quality, safety and profit, identify with company, initiative and receptive to change) will be positively related to leadership effectiveness.

Method

The power sector reforms could be a major driver to achieve ongoing and future impressive advancement of India. The power sector contributes significantly to infrastructural development of India and overall economic growth of the country. At present, developing a leadership and talent management is considered as a major issue in Indian power and energy sector (NITI, GOI, 2017). Understanding the attributes causing the effective leadership from followers' perspective may advance other related benefits like attraction, retention and engagement of employees. This study assumes that exploring the followers' perspective on effective leadership attributes might be useful for practitioners and policymakers as this information could be utilized in developing commitment and engagement of workforce.

Semi-structured Interviews

The interview was conducted with 15 leaders of power industry and 15 academician/researchers with more than 10 years of experience located in India. The sample questions were, "What could be the required competencies of the leaders in power industry", "What traits of leaders might be helpful to performance at job", "What traits of leaders make them effective at their role". Following the review of literature and interview feedback, the 105 - items questionnaire covering the dimensions of: vision, strategic orientation, inspiring, developing and empowering employees, external customer focus, internal customer orientation, integrity, community orientation,

communications, creativity, performance orientation, initiative, decision-making, receptivity to change, identification with the company, self-concept and overall leadership effectiveness. The responses were rated on 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The questionnaires were distributed to 30 employees for pre-test to find any improper term. A few items were re-worded on the basis of feedback received. The conceptual definition of these dimensions of leadership are exhibited in Table 1.

Table 1 Conceptual Definition of Study Variables

S.N.	Dimension of Leadership	Concept (authors)
1	Vision	The ability to identify a clear future picture, which will inform the way in which people direct their efforts and utilise their skills (Dulewicz & Higgs, 2005 :106).
2	Strategic Orientation	Strategic orientation is the ability to link long-range visions and concepts to daily work, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning (Davies & Davies, 2004; Collinson, 2006).
3	Inspiring, Developing And Empowering Employees	<i>Inspiring</i> : Drive energy to achieve clear results and make an impact. Balances short and long-term goals with a capability to pursue demanding goals in the face of rejection or questioning (Dulewicz & Higgs, 2004: 112). <i>Developing</i> : Providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills (Yukl et al., 2009: 292). <i>Empowering</i> : Gives staff autonomy, encourages them to take on personally challenging demanding tasks. Encourages them to solve problems, produce innovative ideas, proposals and develop their vision and a broader vision. Encourage a critical faculty and a broad perspective, and encourages the challenging of existing practices, assumptions and policies (Dulewicz & Higgs, 2004 : 111).
4	External Customer Focus	It is leaders' orientation towards external customers with focus on their needs and expectation with effective handling of customers' grievances and complaints, and maximization of their value for money.
5	Internal Customer Orientation	It is being sensitive to need and requirement of internal customers with co-operative attitude.
6	Integrity	Covey (1992 : 108) described integrity as "honestly matching words and feelings with thoughts and actions".
7	Community Orientation	Community orientation includes corporate/leaders orientation towards community at large, including concern for the environment, people, society, state and nation.
8	Communications	Communication is "stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information" (Collinson, 2006 : 90).
9	Creativity	Creativity is defined as the production of novel and useful ideas (Amabile, 1988) and can either be a part of job requirement or go beyond them (Unsworth, 2001).
10	Initiative	Initiative is being quick, decisive, self-initiated and energetic and ready to welcome assignment beyond the role.

11	Data-driven Decision Making	Data-driven decision making refers to the practice of basing decisions on the analysis of data rather than purely on intuition (Provost & Fawcett, 2013: 56).
12	Receptivity to Change	Receptivity toward change is an indicator of the willingness and ability of leader to view change in a positive light (Agarwal : Tanniru, 1996 :136).
13	Identification With The Company	Organizational Identification corresponds to 'the degree to which a member defines him or herself by the same attributes that he or she believes define the organization' (Dutton, Dukerich & Harquail 1994 : 239).
14	Self Concept	Self-concept is "the totality of the individual's thoughts and feelings that have reference to him/herself as an object" (Rosenberg, 1965 : 7).
15	Performance Orientation	Performance orientation is degree to which organization members are encouraged for performance enhancement and excellence.
16	Concern for profit, quality and safety.	It is being overall concerned about quality, safety and profit.

Sample

The survey respondents were senior level executives working in the selected organization of the study. The data was collected through online Google forms. The questionnaire was directly sent to 350 employees of the organization. The statement regarding anonymity and confidentiality of the responses was included in the cover letter of the questionnaire. Total 151 responses were received registering a response rate 50 percent. In terms of demographic profile, all of employees were males belonging age group of more than 45 years.

Analysis

Principal component analysis (PCA) using SPSS version 21 was conducted on received data. However, the PCA was conducted individually for each leadership attribute variable. There were a few rationales behind conducting PCA on items measuring each leadership attributes separately. First, the questionnaire had large number of items hence

conducting PCA on complete data to get the component was not statistically logical. Further, the items measuring the different kinds of leadership attributes were conceptually distinct thus conducting PCA separately for each leadership traits variable was considered more appropriate. The PCA was conducted to analyze whether the items related to single leadership variable loaded as a single component or not. The items of each leadership attributes variable loaded as a single component in their respective PCA and exhibited a satisfactory KMO value of nearby 0.5. Hence, following the PCA results, the components of leadership attributes were determined to measure their predictability on overall leadership effectiveness. The results are presented in Table 2.

Next, reliability and validity of the components of the present study were conducted. Reliability might be understood to be the "extent to which a variable or set of variables is consistent in what it is intended to measure" (Hair et al., 1994 : 127) and it ensures that all

items for any given construct consistently measure what they are purported to. Cronbach's alpha values of all the independent and dependent components of leadership and effectiveness taken in this study were found to satisfy or nearly satisfy the cut-off of 0.70 recommended by Nunnally (1978) (Table 2).

For validity test, suggested cut-off values of 0.60 to 0.70 for SCR (Hair et al., 2010) and 0.50 for AVE (Fornell & Larcker, 1981; Hair et al., 2010) have been considered in this research (Table 2). It is apparent that both values for each construct satisfy the suggested cut-offs. Hence convergent validity of the questionnaire is satisfied. Similarly, the discriminant validity ensures that a construct does not "correlate too highly with measures from which it is supposed to differ" (Campbell, 1960: 548). Discriminant validity is established if the square root of AVE value of each latent construct is much larger than any correlation between any pair of latent constructs. AVE value of each construct is compared with the correlation coefficient to confirm if items of construct explain more variance than do the items of the other constructs. As is evident from Table 3 AVE values are higher than the squared correlation values. This suggests that the constructs have discriminant validity.

Results

There is a significant and positive correlation of all leadership traits with leadership effectiveness. Further, three separate multiple regression analyses were conducted to analyze the hypotheses of

All three dimensions, i.e., intellectual, managerial, emotional and social significantly predicted leadership effectiveness.

the study. The constructs related to each dimension, i.e., intellectual, managerial and emotional and social dimensions were regressed against leadership effectiveness separately (Table 4). All three dimensions, i.e., intellectual ($\text{Adj } R^2 = 0.783$), managerial ($\text{Adj } R^2 = 0.754$), emotional and social ($\text{Adj } R^2 = 0.825$) significantly predicted leadership effectiveness. Among intellectual dimension variables, only Internal Customer Orientation ($\beta = 0.313$ at $p < 0.01$), Community Orientation ($\beta = 0.144$ at $p < 0.05$) and Creativity ($\beta = 0.276$ at $p < 0.01$) were found significant whereas Vision, Strategic Orientation and External Customer Focus were non-significant. Further, Communication ($\beta = 0.453$ at $p < 0.01$), Performance Orientation ($\beta = 0.184$ at $p < 0.01$) and Developing and Empowering ($\beta = 0.223$ at $p < 0.01$) were the managerial dimensions found significant in predicting leadership effectiveness. Next, Inspiring ($\beta = 0.116$ at $p < 0.05$), Identify with company ($\beta = 0.258$ at $p < 0.01$), Receptive to Change ($\beta = 0.238$ at $p < 0.01$) and Initiative ($\beta = 0.320$ at $p < 0.01$) were significant as emotional and social dimensions in predicting leadership effectiveness.

Discussion

Among intellectual dimensions, Internal Customer Orientation, Community Orientation and Creativity were signifi-

Table 2 Results of Principal Component Analysis, Convergent Validity & Reliability Analysis

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	Vision	Strategic	External	Internal	Integrity	Communi-ty	Communi-ty	Communi-ty	Recep-tive	Identify	Initia-tive	Self	Inspiring	Develo-ping	Data-	Perfor-	Concern
	Orientation	Orientation	Customer Focus	Customer Orientation	Orientation	Orientation	Orientation	Orientation	Change	Company	Concept	Concept	Concept	Empow-ering	Decision Making	Orientation	for qual-ity, safety and Profit
Vis01	.831																
Vis02	.818																
Vis03	.859																
Vis04	.833																
Vis05	.822																
SO01		.764															
SO02		.819															
SO03		.830															
SO04		.816															
SO05		.727															
ECF01			.838														
ECF02			.708														
ECF03			.814														
ECF04			.813														
ECF05			.828														
ECF06			.816														
ECF07			.709														
ECF08			.765														
ECF09			.838														
ECF10			.708														
ICO01				.820													
ICO02				.818													
ICO03				.852													
ICO04				.824													
ICO05				.835													
Int01					.671												
Int02					.696												
Int03					.885												
Int04					.828												
Int05					.871												
CO01						.893											

230 *The Indian Journal of Industrial Relations*, Vol. 58, No. 2, October 2022

Table 3 Correlations & Discriminant Validity

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Vision (1)	0.830															
Strategic Orientation (2)	.738**	0.787														
External Customer	.701**	.780**	0.781													
Focus (3)																
Internal Customer	.588**	.724**	.720**	0.824												
Orientation (4)																
Receptive to change (5)	.542**	.659**	.652**	.736**	0.793											
Identify with	.538**	.615**	.601**	.661**	.596**	0.824										
Company (6)																
Self Concept (7)	.609**	.608**	.619**	.733**	.705**	.756**	0.768									
Initiative (8)	.630**	.668**	.625**	.723**	.675**	.594**	.652**	0.812								
Creativity (9)	.514**	.622**	.698**	.724**	.694**	.618**	.559**	.689**	0.801							
Communication (10)	.598**	.698**	.733**	.754**	.763**	.684**	.663**	.731**	.795**	0.840						
Community	.620**	.679**	.734**	.679**	.720**	.672**	.611**	.564**	.691**	.732**	0.871					
Orientation (11)																
Integrity (12)	.588**	.692**	.795**	.705**	.651**	.648**	.588**	.558**	.708**	.710**	.745**	0.830				
Performance	.555**	.617**	.638**	.664**	.666**	.657**	.668**	.660**	.644**	.662**	.638**	.653**	0.818			
Orientation (13)																
Concern for profit, quality and safety (14)	.503**	.488**	.564**	.632**	.531**	.433**	.584**	.515**	.487**	.425**	.612**	.452**	.539**	0.754		
Empowering and	.611**	.673**	.745**	.725**	.676**	.652**	.661**	.626**	.738**	.780**	.709**	.711**	.653**	.514**	0.806	
Developing (15)																
Inspiring (16)	.617**	.668**	.725**	.620**	.611**	.520**	.548**	.575**	.708**	.706**	.595**	.669**	.544**	.436**	.730**	0.768
Data-driven	.455**	.560**	.514**	.509**	.485**	.498**	.598**	.517**	.493**	.509**	.449**	.394**	.455**	.395**	.519**	.541**
Decision Making (17)																
Leadership	.645**	.719**	.740**	.820**	.782**	.750**	.761**	.800**	.794**	.829**	.749**	.683**	.699**	.590**	.786**	.678**
Effectiveness (18)																

Table 4 Regression Analysis

S. N.		B	Beta	Sig	R ²	Adjusted R ²
<i>Intellectual Dimension</i>						
1	Vision	.096	.124	.083	.795	.783
2	Strategic Orientation	.039	.046	.594		
3	External Customer Focus	.013	.015	.861		
4	Internal Customer Orientation	.313	.362	.000		
5	Community Orientation	.144	.170	.024		
6	Creativity	.276	.310	.000		
<i>Managerial Dimension</i>						
7	Communication	.394	.453	.000	.763	.754
8	Performance Orientation	.86	.184	.007		
9	Decision Making	.085	.096	.097		
10	Developing and Empowering	.223	.263	.002		
<i>Emotional and Social Dimension</i>						
11	Self Concept	.061	.061	.420	.837	.825
12	Integrity	.020	.024	.706		
13	Inspiring	.116	.128	.032		
14	Concern for Quality, Safety and Profit	.080	.089	.090		
15	Identify with company	.228	.252	.000		
16	Receptive to Change	.237	.238	.001		
17	Initiative	.306	.320	.000		

Dependent Variable: Leadership Effectiveness

cant in predicting the overall leadership effectiveness whereas vision, strategic orientation, external customer focus were not significant in the first model measuring relationship between intellectual dimensions and leadership effectiveness. It is evident from the results that followers don't consider vision, strategic orientation and external customer focus as significant dimensions of effective leadership. These findings seem to be in contrast with leadership theories. The findings signify that "efforts to make work happier and more fulfilling may be in conflict with an overriding goal to make profits" (Harvey, 2001). The insignificant relation between external customer focus and leadership effectiveness also supports the above assertion. The activi-

ties which are directed toward internal stakeholders, such as "high labor standards and workplace democracy, make employees feel that they are respected and help them to identify with their organizations" (Shen & Zhu, 2011: 3023) and may lead to perceived effectiveness of leadership. On the other hand, external customer focus is more related to orientation of leaders towards external customers and not rather directly related to followers' hence its significance in overall leadership could not be recognized by followers.

The insignificant relation of vision and strategic orientation with leadership effectiveness is noteworthy. On the basis of these results, we cannot ignore

the importance of vision in leadership effectiveness. We agree with the notion of Khatri et al. (2012) that vision is the core of all four transformational leadership components of Bass's (1985). For example, "idealized influence as the leader's insight into followers' motivations in terms of their needs, values and hopes and followers' identification and emulation of their leaders, who are trusted, thoroughly respected and are seen as having an attainable mission and vision" (Budhwar et al., 2012: 40). Similarly, inspirational motivation and other components also include vision as essential. Here, the result hints that only having a vision is not sufficient to become an effective leader in followers' opinion. Articulation of vision is more important than formulation of vision. Interestingly, there is a significant relationship between community orientation and leadership effectiveness in the present analysis. In the present study, the conceptualization of community orientation is similar to perceived corporate social responsibility orientation of leaders. In this way, current findings support the earlier results evidencing the role of transformational leadership in affecting employees' organizational commitment, identification with organization and followers' values through leaders' CSR values and orientation (e.g., Allen et al. 2018; Groves, 2014). Present findings from followers' perspective also extend that followers understand leaders' creativity as significant trait of effective leader. Matthew

Articulation of vision is more important than formulation of vision.

(2009.:6) argued that "a significant correspondence between leadership and creativity is probable as both processes are considered to be the result of an interaction between person and context or sociocultural environment" (Burke, 2002; Csikszentmihalyi, 1994, 1996; Katz & Kahn, 1978; Sternberg & Lubart, 1995).

Further, at second regression analysis, communication, performance orientation, and developing and empowering were the managerial dimensions found significant in predicting leadership effectiveness. The findings regarding the significant relation between leadership and communication is in contrast with the observation of Bryman et al. (2011) that, communication aspects are largely overlooked and neglected in traditional leadership theories considering leaders' traits, styles, contingency theory, charismatic, visionary, and transformational leadership. On the other hand, the finding supports the communication scholars who assume that "[L]eadership occurs through the process of interaction and communication" (Barge & Hirokawa, 1989: 172). The results regarding the significant relation of empowering and developing with leadership effectiveness is in contrast as well as similar to existing leadership models. For example, development is part of the individual consideration in MLQ (Multifactor Leadership Questionnaire) but empowering is not the part of it. However, developing and empowering is considered as part of the relationship-oriented leadership (Yukl, 2006). "Leadership is empowering employees to find solutions to new problems encountered" (Nguyen & Hansen, 2016:

10). Empowering colleagues is understood as a dimension in explaining the effective covenantal leadership (Caldwell & Hasan, 2016). Followers may acknowledge the role of empowerment for effective leadership as Lorinkova et al. (2013:575) accentuated those leaders bestow trust in their followers by allowing “decision-making authority to pass into the followers’ hands, thus strengthening team members’ psychological ownership of their tasks. Developing is also significantly correlated with leaders’ style (Dulewicz & Higgs, 2005) and leadership performance in previous studies. Revised Servant Leadership Profile for Sport (RSLP-S) (Wong, 2004) also identified both “empowering and developing” and “inspiration” as factors of leadership.

The significant association of performance orientation with leadership effectiveness supports previous findings. For example, The Global Leadership and Organizational Behavior Effectiveness Research Project (GLOBE) (Dorfman et al., 2012) identified nine leadership dimensions. On the basis of these dimensions effective and ineffective leadership worldwide is distinguished; performance orientation was confirmed as one of those nine global leadership dimensions. Lewellen (2015 : 11) have stated that “decision- making involves a process or procedure that constitutes the core of effective leadership and decisions should be data-driven”. However, the present insignificant relationship between data-driven decision-making and leadership effectiveness suggests that such decision- making might be understood as centralized decision- making by followers

hence inferred as non-significant. In this regard, Yan et al. (2005, :55) mentioned that “centralization of decision-making and management in the hands of leadership makes subordinates unable to know, and often ignore, what the outcome is and how it is achieved”.

Subsequently, among emotional and social dimension, self-concept, integrity and concern for profit, quality and safety were not significant. On the other hand, inspiring, identify with company, receptive to change and initiative emerged as significant traits of effective leadership from followers’ perspective. While many have debated, and continue to debate, the role of values in general and integrity in particular, few have attempted to empirically explore the role that integrity plays in leadership effectiveness (Palanski & Yammarino, 2007; 2009 cited in Hooijberg et al., 2010: 60). The insignificant relationship between integrity and leadership effectiveness is in consonance with the findings of Hooijberg et al. (2010) based on understanding the impact that perceived integrity on perceived leadership effectiveness using multi-source feedback from top- level public service managers, their direct reports, peers, and bosses. For direct reports and bosses, integrity didn’t have significant impacts on perceived leadership effectiveness. We agree the rationale of Hooijberg et al. (2010), that “if integrity means always stating what one really thinks (i.e. honesty) or consistently applying certain implicit rules without exception, then one runs the risk of harming relationships and even jeopardizing organization’s continued existence”.

The significant relationship of leaders' identification with company to leadership effectiveness find support from the argument of Katz et al. (2018: 5) that leaders who "identify with the organization are more likely to embody and communicate its values". Another significant relationship observed between receptive to change and leadership effectiveness from the perspective of leadership, organizational change is probably one of the major situational influences (Knippenberg, 2011: 1083). There is a dynamic relationship between change in organization and leadership behavior (Dulewicz & Higgs, 2005, :107). Higgs and Dulewicz (2002) accentuated the essence of this dynamic relationship by asserting that changes in context require changes in the way in which leaders operate in the organization. The transformational leadership model by Bass (1985) has recognized inspiring and motivating followers as significant traits of a leader. Present findings are in line with previous empirical findings. For example, inspiring is also observed significant in ascertaining leaders' style and performance in recent findings (Dulewicz & Higgs, 2005; Dulewicz et al., 2005). In a study of Agho (2009), inspiring was reported as one of the top five traits of leadership by leaders.

Here, the literature based on self-concept suggests that the match between followers and leaders self-concept determine the effectiveness of leadership (e.g., Mesterova et al., 2015). Scholars (e.g., Shamir et al., 1993) of leadership and self-concept theory says that leaders may play a role in developing perceived match be-

tween followers' and group self-concept leading them to identify with the group and leaders. Subsequently, initiative was also understood as significant for leadership. It signifies that follower appreciate quick, self-oriented and extra role efforts of the leaders and assume the significance of these traits for effective leadership. Last, the followers didn't rate leaders' behavior related to concern for quality, profit and safety important for effective leadership. Subordinates might be assuming such behavior more related to corporate functioning rather than leadership.

Implication

Present evidences should be understood as guiding to revise present leadership convictions. For instance, the significant relationship between intellectual dimension and leadership effectiveness might have several implications such as, Kirkpatrick and Locke (1996) exhibited that "vision had a positive effect on the extent to which participants were intellectually stimulated and inspired by their leaders". However, "there is very little known about what constitutes a 'strong' vision in terms of its inspirational content and how such content relates to style of leadership displayed the person articulating the vision" (Berson et al., 2001: 56). In line of such observation, Berson et al. (2001) introduced the term 'Vision Strength' and conceptualized it along the line of motivational process explained by Shamir et al. (1993) who suggested that the link between subordinates' self-concept and leader's vision is important as it causes employees to feel self-worth and enhances associated intrinsic values. As

per Berson et al. (2001), 'Vision Strength' is the extent to which vision includes the optimism, expression of confidence, emphasis on intrinsic need which can be fulfilled, linkage with organizational core values, and prominence on positive opportunities and challenges in future. Similar rationales have also been given by scholars on effect of strategic orientation on leadership. "The importance of creating the strategy with others, and not just communicating it to others" is understood as the critical skill for leaders (Kakabadse et al., 1998; Boal & Hooijberg, 2001; Davies & Davies, 2004). Harding (2010) has elaborated on the role of creativity of effective leadership and suggested that "The greatest leaders are leaders who are excellent creative thinkers... good at using creative thought or complexes of thoughts and feelings to imagine and decide how some question should be answered". Yukl (2002) assumed the linkage between creativity and openness. It is suggested that "openness to new ideas and experience is required for leadership as it allows leaders to cope with and create change" (Burch et al., 2010: 725). There is a need to understand that the orientation of leaders towards internal employees is equally important than external orientation in the line of present significant relation between internal customer orientation and leadership effectiveness. There are various implications of the observed significant relationship between community orientation and leadership effectiveness. It is possible that employees might be linking leaders' community orientation to organizational prestige and attractiveness as it is observed by Greening and Turban

(2000) that "firms with higher perceived social performance are seen as more attractive employers than firms with lower perceived social performance and that prospective applicants' job pursuit, probability to interview and probability to accept a job offer are positively associated with a firm's social responsibility performance" (cited from Allen et al., 2019 : 586). In a similar vein, it might be possible that subordinates might be deriving satisfaction in being associated with leaders having community orientation. Waldman et al. (2006) summarized that intellectually stimulating CEO's exhibit better utilization of CSR as an essential element of corporate strategy. On the other hand, leaders who prefer profit and economic factors over social performance are not able to influence subordinates for investing extra effort (Sulley de Luque et al., 2008). In general, the findings provide major implication by exhibiting the significance of intellectual dimension of leadership attributes for overall effectiveness of leadership. The leaders need to understand the importance of articulation of vision, balancing of both external and internal customer orientation, inclination towards community orientation, and accentuation of creativity in culture.

Intellectually stimulating CEO's exhibit better utilization of CSR as an essential element of corporate strategy.

For managerial dimensions, results imply that empowering subordinates is important because these behaviors im-

prove flexibility and efficiency within organizations (Arnold et al., 2000). Extant research suggests that “empowering leaders try to enhance subordinate work motivation and performance through delegating authority for job-related decisions and involving subordinates in making decisions about the work” (Chen et al., 2011; Huang et al., 2010; Kirkman and Rosen, 1999; Konczak et al., 2000 cited from Prussia, 2013 : 135). Similarly, developing subordinates is gaining significance in leadership literature, and the core of emerging concept of servant leadership. As per conceptualization, “Servant leaders focus on developing employees to their fullest potential in areas of task effectiveness, community stewardship, self-motivation, and future leadership capabilities” (Farling et al., 1999, cited from Van Dierendonck et al, 2014 : 3). Scholars have found significant role of communication in conflict resolution, gaining insights, helping and understanding others and developing relations (Haley, 1963; Ferch & Mitchell, 2001). Further, non-significance of data-driven decision making connotes that the followers prefer shared and decentralized decision-making process rather than centralized data-driven procedure as they correlate decentralization of decision-making system with empowerment. Overall, the results of regression model two (i.e., managerial dimension and leadership effectiveness) emphasize on empowering, developing leadership, communicative and performance-oriented leadership. Thus, the findings also highlight the followers’ apprehension towards the data-driven decision-making, hence

call for caution from leaders on such an approach.

The inspiring attribute of leadership entails to include sense of inspiration in whole functioning of leadership. For instance, scholars have essentially emphasized on inspiring vision (Bass, 1985; Podsakoff et al., 1990; Leithwood, 1994) for effective inspirational leadership. The insignificant relation between integrity and leaders’ effectiveness direct towards more emphasis on flexibility rather than focusing on integrity. Here, “the flexibility means adapting and changing and leaders run the risk of being perceived as inconsistent and untrustworthy” (Hooijberg et al., 2010 : 70). Regarding self-concept, it is argued that “followers who highly identify with their leader tend to share similar values and beliefs with their leader and are willing to change their self-concepts to share more similar values and beliefs with the leader” (Zhu et al., 2012 : 43). Hence, it is suggested that leaders may play a role in shaping the values and beliefs of the followers using their self-concept. However, the direct role of leaders’ self-concept may not be realized by followers. The significant relationship between initiative and leaders’ effectiveness entails that follower appreciates the beyond role behavior of leaders. On the emotional and social dimension of effective leadership attributes, it could be summarized that leaders should be symbol of flexibility, identification with the company, initiator. Further, aspects like perceived integrity of leaders might have surprising inferences hence leaders should be cautious on the implications of related behaviors.

References

- Agho, A. O. (2009), "Perspectives of Senior-Level Executives on Effective Followership and Leadership". *Journal of Leadership & Organizational Studies*, 16 (2): 159-66.
- Allen, S., Winston, B. E., Tatone, G. R. & Crowson, H. M. (2018), "Exploring A Model of Servant Leadership, Empowerment, and Commitment in Nonprofit Organizations", *Nonprofit Management and Leadership*, 29 (1): 123-40.
- Allen, E., Lyons, H. & Stephens, J. C. (2019), "Women's Leadership in Renewable Transformation, Energy Justice and Energy Democracy: Redistributing Power", *Energy Research & Social Science*, 57: 101233.
- Barge, J. K. & Hirokawa, R. Y. (1989), "Toward A Communication Competency Model of Group Leadership", *Small Group Behavior*, 20 (2): 167-89.
- Bass, B. M. (1985), *Leadership and Performance Beyond Expectations*, Collier Macmillan.
- Bass, B. (1988), The Inspirational Processes of Leadership, *Journal of Management Development*, 7 (5): 21-31.
- Berson, Y., Shamir, B., Avolio, B. J. & Popper, M. (2001), "The Relationship between Vision Strength, Leadership Style, and Context", *The Leadership Quarterly*, 12 (1): 53-73.
- Boal, K.B. & Hooijberg, R. (2001), "Strategic Leadership Research: Moving On", *Leadership Quarterly*, 11 : 515-49.
- Brouer, R. L., Douglas, C., Treadway, D. C. & Ferris, G. R. (2013), "Leader Political Skill, Relationship Quality, and Leadership Effectiveness: A Two-Study Model Test and Constructive Replication", *Journal of Leadership & Organizational Studies*, 20 (2):185-98.
- Bryman, A., Collinson, D., Grint, K., Jackson, B. and Uhl-Bien, M. (Eds). (2011), *The Sage Handbook of Leadership*, Sage Publications, Thousand Oaks, CA.
- Burke, W. W. (1995). "Organization Change: What We Know, What We Need to Know" *Journal of Management Inquiry*, 4 : 158-71.
- Caldwell, C. & Hasan, Z. (2016), "Covenantal Leadership and the Psychological Contract: Moral Insights for the Modern Leader", *Journal of Management Development*, 35, (10): 1302-12.
- Campbell, D. T. (1960), "Recommendations for APA Test Standards Regarding Construct, Trait, or Discriminant Validity", *American Psychologist*, 15(8): 546-71.
- Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L. & Farh, J. L. (2011), "Motivating and Demotivating Forces in Teams: Cross-Level Influences of Empowering Leadership and Relationship Conflict", *Journal of Applied Psychology*, 96 (3): 541-63.
- Csikszentmihalyi, M. (1994), "The Domain of Creativity", in D. H. Feldman, M. Csikszentmihalyi, & H. Gardner (Eds.), *Changing the World: A Framework for the Study of Creativity*, Westport, CT: Praeger.
- Csikszentmihalyi, M. (1996), *Creativity: Flow and The Psychology of Discovery and Invention*, New York: HarperCollins
- Davies, B. J. & Davies, B. (2004), "Strategic Leadership", *School Leadership & Management*, 24.(1): 29-38.
- De Luque, M. S., Washburn, N. T., Waldman, D. A. & House, R. J. (2008), "Unrequited Profit: How Stakeholder and Economic Values Relate to Subordinates' Perceptions of Leadership and Firm Performance", *Administrative Science Quarterly*, 53 (4): 626-54.
- Dorfman, P., Javidan, M., Hanges, P., Dastmalchian, A. & House, R. (2012), "GLOBE: A Twenty Year Journey into the Intriguing World of Culture and Leadership", *Journal of World Business*, 47(4): 504-18.
- Dulewicz, C., Young, M. & Dulewicz, V. (2005), "The Relevance of Emotional Intelligence for Leadership Performance", *Journal of General Management*, 30 (3): 71-86.

- Dulewicz, V. & Higgs, M. (2005), "Assessing Leadership Styles and Organisational Context", *Journal of Managerial Psychology*, 20 (2): 105-23.
- Farling, M. L., Stone, A. G. & Winston, B. E. (1999), "Servant Leadership: Setting the Stage for Empirical Research", *Journal of Leadership Studies*, 6, (1-2):49-72.
- Ferch, S. R. & Mitchell, M. M. (2001), "Intentional Forgiveness in Relational Leadership: A Technique for Enhancing Effective Leadership", *Journal of Leadership Studies*, 7(4): 70-83.
- Effelsberg, D. & Solga, M. (2015), "Transformational Leaders' In-group versus Out-group Orientation: Testing the Link Between Leaders' Organizational Identification, Their Willingness to Engage in Unethical Pro-organizational Behavior, and Follower-perceived Transformational Leadership", *Journal of Business Ethics*, 126(4): 581-90.
- Eisenbach, R., Watson, K. & Pillai, R. (1999), "Transformational Leadership in the Context of Organizational Change", *Journal of Organizational Change Management*, 12 (2): 80-89.
- Ellen, Mathisen, G., Einarsen, S. & Mykletun, R. (2012), "Creative Leaders Promote Creative Organizations", *International Journal of Manpower*, 33(4): 367-82.
- Fornell, C. & Larcker, D. F. (1981), "Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics", *Journal of Marketing Research*, 18(3): 382-88.
- Goldsmith, R. E., Flynn, L. R. & Moore, M. A. (1996), "The Self-Concept of Fashion Leaders", *Clothing and Textiles Research Journal*, 14 (4): 242-48.
- Greening, D. W. & Turban, D. B. (2000), "Corporate Social Performance as A Competitive Advantage in Attracting A Quality Workforce", *Business & Society*, 39 (3):254-80.
- Grodzicki, J. & Varma, A. (2011), "A Comparative Study of the Impact of Leader-Member Ex-Change in Two Samples: USA and Poland", *Organizations & Markets in Emerging Economies*, 2 (1): 9-23.
- Groves, K. S. (2014), "Examining Leader-Follower Congruence of Social Responsibility Values in Transformational Leadership", *Journal of Leadership & Organizational Studies*, 21(3):227-43.
- Hayes, J. (1963), *Strategies of Psychology*, New work, Grune and Stratteon.
- Hair, Joseph, F., Anderson Rolph, E., Tatham Ronald, L. & Black William, C. (1994), *Multivariate Data Analysis with Readings*, Macmillan Publishing Company.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis: International version*, New Jersey, NJ, Pearson.
- Harding, T. (2010), "Fostering Creativity for Leadership and Leading Change", *Arts Education Policy Review*, 111(2): 51-53.
- Harvey, L. (2001), "Defining and Measuring Employability", *Quality in Higher Education*, 7(2): 97- 109.
- Hambrick, D. C. (1984), "Taxonomic Approaches to Studying Strategy: Some Conceptual and Methodological Issues", *Journal of Management*, 10 (1): 27-41.
- Hendricks, J. W. & Payne, S. C. (2007), "Beyond The Big Five: Leader Goal Orientation as a Predictor of Leadership Effectiveness", *Human Performance*, 20 (4): 317-43.
- Higgs, M. & Dulewicz, V. (2014), "Antecedents of Well-Being: A Study to Examine The Extent to Which Personality and Emotional Intelligence Contribute to Well-Being", *The International Journal of Human Resource Management*, 25 (5): 718-35.
- Hooijberg, R., Lane, N. & Diversé, A. (2010), "Leader Effectiveness and Integrity: Wishful Thinking?" *International Journal of Organizational Analysis*, 18 (1): 59-75.

- Huang, X., Iun, J., Liu, A. & Gong, Y. (2010), "Does Participative Leadership Enhance Work Performance by Inducing Empowerment or Trust? The Differential Effects on Managerial and Non-Managerial Subordinates", *Journal of Organizational Behavior*, 31(1):122-43.
- Johansson, C., D. Miller, V. & Hamrin, S. (2014), "Conceptualizing Communicative Leadership: A Framework for Analyzing and Developing Leaders' Communication Competence", *Corporate Communications: An International Journal*, 19 (2):147-65.
- Joshi, A., Lazarova, M. B. & Liao, H. (2009), "Getting Everyone on Board: The Role of Inspirational Leadership in Geographically Dispersed Teams", *Organization Science*, 20 (1): 240-52.
- Kakabadse, A., Kakabadse, N. & Myers, A. (1998), "Demographics and Leadership Philosophy: Exploring Gender Difference", *Journal of Management Development*, 5: 351-88.
- Katz, D. & Kahn, R. L. (1978), *The Social Psychology of Organizations*, New York: John Wiley & Sons.
- Khatri, N., Templer, K. J. & Budhwar, P. S. (2012), "Great (Transformational) Leadership= Charisma+ Vision", *South Asian Journal of Global Business Research*, 1(1): 38-62.
- Kirkman, B. L. & Rosen, B. (1999), "Beyond Self-Management: Antecedents and Consequences of Team Empowerment", *Academy of Management Journal*, 42 (1): 58-74.
- Kirkpatrick, S. A. & Locke, E. A. (1996), "Direct and Indirect Effects of Three Core Charismatic Leadership Components on Performance and Attitudes", *Journal of Applied Psychology*, 81(1): 36-43.
- Konczak, L. J., Stelly, D. J. & Trusty, M. L. (2000), "Defining and Measuring Empowering Leader Behaviors: Development of an Upward Feedback Instrument", *Educational and Psychological Measurement*, 60 (2): 301-13.
- Lapierre, L. M., Naidoo, L. J. & Bonaccio, S. (2012), "Leaders' Relational Self-concept and Followers' Task Performance: Implications for Mentoring Provided to Followers", *The Leadership Quarterly*, 23(5): 766-74.
- Leithwood, K. (1994), "Leadership for School Restructuring", *Educational Administration Quarterly*, 30 (4): 498-518.
- Lorinkova, N. M., Pearsall, M. J. & Sims Jr, H. P. (2013), "Examining the Differential Longitudinal Performance of Directive versus Empowering Leadership in Teams", *Academy of Management Journal*, 56 (2): 573-96.
- Maak, T. & Pless, N. M. (2006), "Responsible Leadership in a Stakeholder Society—a Relational Perspective", *Journal of Business Ethics*, 66 (1): 99-115.
- Matthew, C. T. (2009), "Leader Creativity as a Predictor of Leading Change in Organizations", *Journal of Applied Social Psychology*, 39 (1): 1-41.
- McDermott, A., Kidney, R. & Flood, P. (2011), "Understanding Leader Development: Learning from Leaders". *Leadership & Organization Development Journal*, 32 (4): 358-78.
- Mesterova, J., Prochazka, J., Vaculik, M. & Smutny, P. (2015), "Relationship Between Self- Efficacy, Transformational Leadership and Leader Effectiveness", *Journal of Advanced Management Science*, 3 (2): 109-22.
- Moorman, R. H. & Grover, S. (2009), "Why Does Leader Integrity Matter to Followers? An Uncertainty Management-based Explanation", *International Journal of Leadership Studies*, 5(2): 102-14.
- Nguyen, N. & Hansen, J. Ø. (2016), "Becoming A Leader-Manager: A Matter of Training and Education", *Development and Learning in Organizations: An International Journal*, 30 (6): 10-12.

- Nunnally, Jum. (1978), *Psychometric Methods*, McGraw-Hill Book Co., New York.
- Palanski, M. E. & Yammarino, F. J. (2007), "Integrity and Leadership: Clearing the Conceptual Confusion" *European Management Journal*, 25(3): 171-84.
- Palanski, M. E. & Yammarino, F. J. (2009), "Integrity and Leadership: A Multi-Level Conceptual Framework", *The Leadership Quarterly*, 20(3): 405-20.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. & Fetter, R. (1990), "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors", *The Leadership Quarterly*, 1 (2):107-42.
- Sergis, S. & Sampson, D. G. (2016), "Data-driven Decision Making for School Leadership: A Critical Analysis of Supporting Systems", in, *Lecture Notes in Educational Technology book series (LNET), ICT in Education in Global Context*, Springer, Berlin, Heidelberg.
- Shamir, B., House, R. J. & Arthur, M. B. (1993), "The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory", *Organization Science*, 4(4): 577-94.
- Shen, J. & Zhu, C.J. (2011). "Effects of Socially Responsible Human Resource Management on Employee Organizational Commitment", *The International Journal of Human Resource Management*, 22 (15):3020-35.
- Sternberg, R. J. & Lubart, T. I. (1995), *Defying the Crowd: Cultivating Creativity in a Culture of Conformity*. New York: Free Press.
- Sulley de Luque, M., Washburn, N.T., Waldman, D.A. & House, R.J. (2008), "Unrequited Profit: How Stakeholder and Economic Values Relate to Subordinates' Perception of Leadership and Firm Performance", *Administrative Science Quarterly*, 53: 626-54.
- Van Dierendonck, D., Stam, D., Boersma, P., De Windt, N. & Alkema, J. (2014), "Same Difference? Exploring the Differential Mechanisms Linking Servant Leadership and Transformational Leadership to Follower Outcomes", *The Leadership Quarterly*, 25 (3): 544-62.
- Van Knippenberg, D. (2011), "Embodying Who We Are: Leader Group Prototypicality and Leadership Effectiveness", *The Leadership Quarterly*, 22(6):1078-91.
- Waldman, D. A., De Luque, M. S., Washburn, N., House, R. J., Adetoun, B., Barrasa, A. & Dorfman, P. (2006), "Cultural and Leadership Predictors of Corporate Social Responsibility Values of Top Management: A GLOBE Study of 15 Countries", *Journal of International Business Studies*, 37, (6): 823-37.
- Wicks, A. C., D. R. Gilbert, Jr and R. E. Freeman (1994), "A Feminist Reinterpretation of the Stakeholder Concept", *Business Ethics Quarterly*, 4 (4): 475-97
- Yukl, G. (2006), *Leadership in Organizations*, 6th ed., Pearson Prentice Hall, Upper Saddle River, NJ.
- Zhu, W., Sosik, J. J., Riggio, R. E. & Yang, B. (2012). Relationships between Transformational and Active Transactional Leadership and Followers' Organizational Identification: The Role of Psychological Empowerment", *Journal of Behavioral and Applied Management*, 13 (3):186-95.