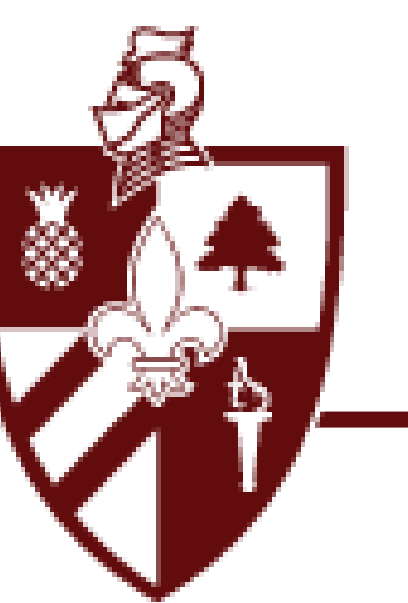


The Influence of Transformational Leadership on Leaders and Followers



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Introduction

In order for a company to be successful and profitable, its managers must display good leadership skills to ensure organizational performance. One well-researched type of leadership is transformational leadership, which includes an emotional attachment between leaders and followers that shapes followers' goals, values, and beliefs in line with a more motivating vision (Castro, Perinan, & Bueno, 2008; Humphrey, 2014). Transformational leaders help their followers see the connection between short-term and long-term goals and the relevance of those goals to the larger organizational mission, challenge assumptions and foster creativity, and emphasize moral responsibilities and values (Humphrey, 2014).

Transformational leadership has been found to have a significant positive relationship with indicators of effective leadership, such as follower motivation, job satisfaction, and job performance (Castro, et al., 2008).

There is evidence that transformational leadership can be learned by teaching leaders about various types of leadership and by focusing on goal setting, introspective self-examination, and implementation and re-evaluation of individual plans based on transformational leadership principles (Barling, Weber, & Kelloway, 1996; Bass, 1999).

We hypothesize that if a manager receives transformational leadership training, after 6 months, there will be a lower turnover rate and higher employee satisfaction for both leaders and followers.

Method

Participants

The participants of this study will be "top talent" (i.e., top 30% of managers) at a manufacturing company.

Measurements

- ❖ Six months after training, turnover will be measured by who quit after the manager leadership training.
- ❖ Turnover intentions will be measured with a 1-item measure (I am seriously thinking about quitting my job; Allen, 2001).
- ❖ Job satisfaction will be measured with a 3-item measure as found in Spector (1997) (example item, "All in all I am satisfied with my job").

Procedure

The current study's participants will be randomly assigned to either:

1. Transformational leadership training
2. A control group

Similar to Barling, et al. (1996), the experimental group will participate in an informational training session followed by group role-playing exercises designed to identify and increase transformational leadership behaviors. The control group will only participate in an informational session on types of leaders.

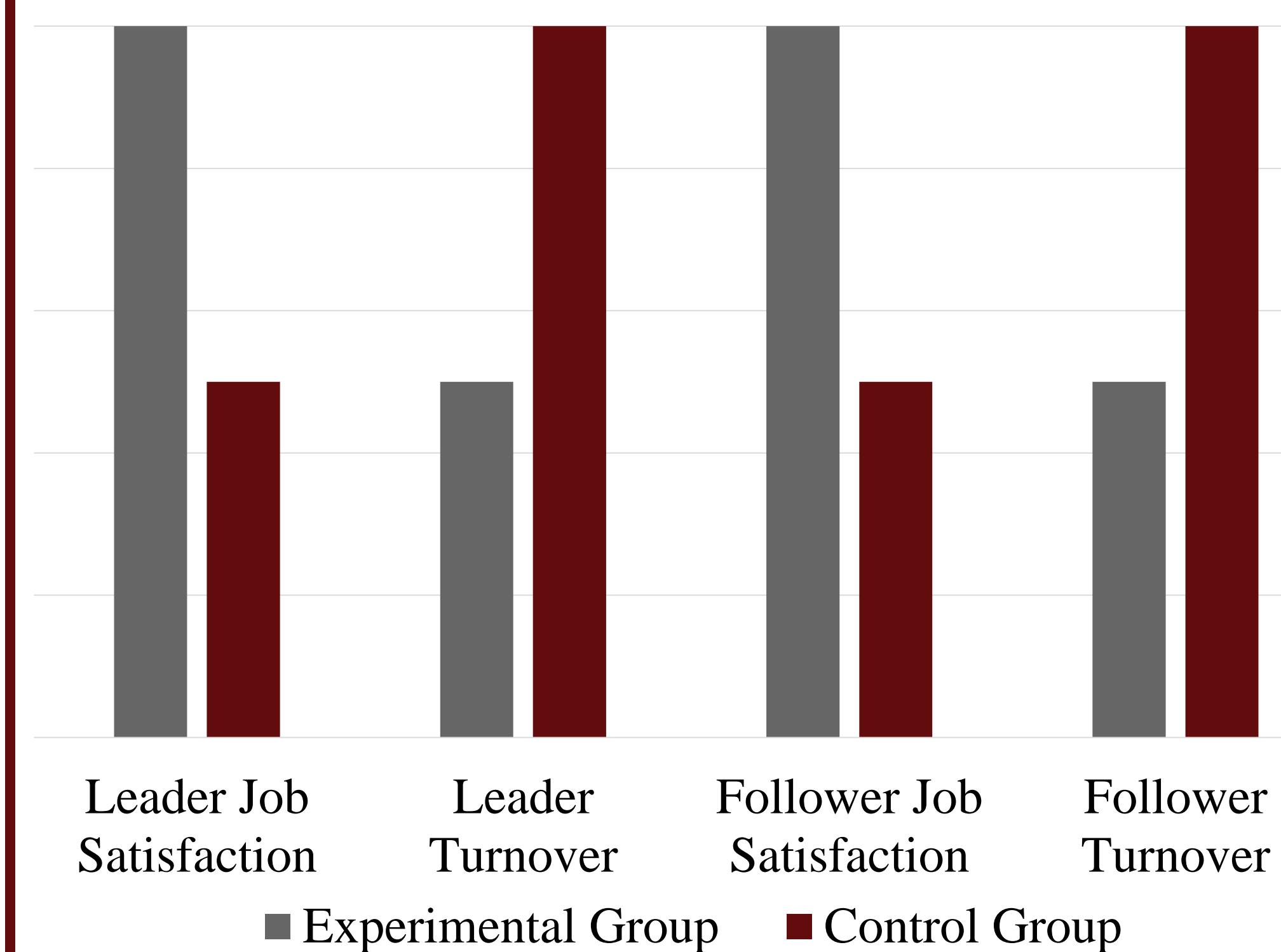
To ensure our manipulation worked, we will measure participants' levels of transformational leadership (Carless, Wearing, & Mann, 2000) following the training session. This 7-item measure includes items such as my manager, "gives encouragement and recognition to staff".

Hypothesized Results

We expect that our hypotheses will be supported:

- Leaders who undergo the transformational leadership training will have higher job satisfaction compared to top talent who are in the control group.
- Leaders who undergo the transformational leadership training will have lower turnover compared to top talent who are in the control group.
- Followers whose managers undergo transformational training will have higher job satisfaction compared to subordinates whose managers were in the control group.
- Followers whose managers undergo transformational training will have lower turnover compared to subordinates whose managers were in the control group.

Hypothesized Results



Discussion

If our hypotheses are supported, this provides evidence that transformational leadership can be learned, and that it can have a significant influence on both leader and follower behaviors. Future research could investigate other outcome variables, such as organizational citizenship behaviors or organizational commitment.

Citations

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