



## A THEORETICAL UNDERSTANDING OF TRANSFORMATIONAL LEADERSHIP

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### ARTICLE INFO

#### Article History:

Received 22<sup>nd</sup> February, 2019  
Received in revised form  
27<sup>th</sup> March, 2019  
Accepted 19<sup>th</sup> April, 2019  
Published online 29<sup>th</sup> May, 2019

#### Key Words:

Leadership, Theories,  
Transformation.

### ABSTRACT

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance. In this research author tries to have a critical and analytical study of the various theoretical foundations of this concept.

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**Citation:** Fatmah Hussein Jaafari. 2019. "A theoretical understanding of transformational leadership", *International Journal of Development Research*, 09, (05), 27617-27621.

## INTRODUCTION

The ability to inspire, lead, and motivate employee is a crucial issue in any organization and consequently "leadership" plays a very important role in any organization. Increasing globalization, technological changes, competition, new management trends and shortening product life cycle has become a major challenge for the dynamic environment of the organization. Today's organizations are facing a dynamic environment characterized by increasing globalization, rapid technological change, pace of competition, new management trends and shortening product life cycle. Consequently, organizations need to be more innovative and creative than before to lead, inspire, survive, grow and compete the technological driven one especially. Thus, leadership has been one of the most crucial and dominant factors in the domain of management and organizational psychology. Many scholars have developed various theories, models, and methods for effective and efficient leadership style. It is not surprising that leadership is claimed to be one of the most dominant research area where a number of different approaches such as behavioral, contingency, relational, trait, skeptic, and information processing have been launched. Indeed, it has been one of the most researched topics in management, psychology, sociology, political science, as well as public and educational administration.

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**Concept of leadership:** Leadership is considered as the act of influencing and behavioural activities of an organised group to induce followers to behave in a desired manner and influence through the communication process towards the attainment of specified goals. Burns (1978) argues that leadership is considered one of the most examined phenomena but the least understood phenomenon.<sup>1</sup> Burns (1978) views leadership as a process rather than a set of discrete acts.<sup>2</sup> Stodgill (1950, p-3) considers leadership as "the process (act) of influencing the activities of an organised group in its efforts toward goal setting and goal achievement."<sup>3</sup> Leadership can also be defined as "the behaviour of an individual when he/she is directing the activities of a group toward a shared goal."<sup>4</sup> Leadership can also be viewed as "the process by which an agent induces a follower to behave in a desired manner."<sup>5</sup> Reviewing the different theories of leadership find that each group of scholars have highlighted various aspects of leadership and provided different descriptions of leaders, followers, and situations. However, leadership has been conceived in terms of traits,

<sup>1</sup>Burns, J.M. (1978) "Leadership". New York, NY: Harper & Row.

<sup>2</sup>Ibid

<sup>3</sup>Stodgill, R. (1950) "Leadership, membership and organization", *Psychological bulletin*, vol. 47, no. 1, pp. 1-14.

<sup>4</sup>Hemphill, J.K. and Coons, A.E. (1957) "Development of the leader behavior description questionnaire", *Leader behavior: Its description and measurement*, vol. 6, pp. 38.

<sup>5</sup>Bennis, W.G. (1959) "Leadership Theory and Administrative Behavior: The Problem of Authority", *Administrative Science Quarterly*, vol. 4, no. 3, pp. 259-301.

leader behaviours, interaction patterns, role relationships, followers' perceptions, exercise of influence, inducing compliance, a form of persuasion, a power relation, and many other combinations. In the above definitions, all of the researchers have something in common which is the emphasis on guiding a group of people to achieve a particular goal. Consequently, the key point here is that examining leadership by many scholars has the same purpose which is discovering what is the most effective and efficient way of leading followers to achieve a goal or a set of goals. Here comes the importance of transformational leadership as based on the literature - the most effective and efficient way to boost followers' performance and creativity in order to accomplish a particular task.<sup>6</sup>

**Leadership: A New Approach:** Today's leadership is emerging as a new field in the history of organisational behaviour. In the literature, leader acts as boundary role to influence the activities of an organised group towards achieving an organisational goal.<sup>7</sup> Thus leadership is considered as a one of the most examined but the least understood phenomenon which is related to a stream of evolving interrelationships in which they are continuously evoking motivational responses from followers and modifying their behaviours as they meet responsiveness or resistance, in a ceaseless process of flow and counter flow.<sup>8</sup> Given that, leaders often have a major degree of control over different prospects of followers' tasks. They can influence followers' behaviour in a way that induces them to participate in achieving organisational goals. Accordingly, leadership has been identified as an important factor to influence employees' creative behaviour and performance.<sup>9</sup> Thus, this domain has been recognised for further research to know the different variables with different correlations, environment, and culture. In the literature, leadership has been found the most effective and efficient way to boost followers' performance and creativity in order to accomplish a certain task.<sup>10</sup> Given that, leaders often have a major degree of control over various aspects of followers' tasks, therefore, over their outcomes. However, in the global categories of leadership, four styles existed, for example, authoritarian, participative, transactional and transformational leadership.<sup>11</sup> However, all style of leadership possessed advantages and disadvantages into existing work environment according to the goals and culture of an organisation. To this context, organisations depend upon the needs and necessary tasks for offering leadership styles within the organization. The authoritarian leadership enjoys with coercive tactics to apply rules.

They are applying Machiavellian approach to manipulating people and decision making.<sup>12</sup> In this style, control is crucial for management strategy. However, authoritarian leadership emphasis on workplace objectivity that tends to solve peoples' problems without any race and gender. The second style is participative in nature often called the democratic leadership style.<sup>13</sup> It strives to move away from the authoritarian leadership to the human side. In the organisation, employers, managers, or leaders should behave workers with honesty, dignity and change to a more collegial team concept. Social system in the organisation is imperative factor in motivating employees for achieving organisational goals and in this system participative leadership plays an important role.<sup>14</sup> The third style is global leadership which is transactional leadership and associated with organisational expectations and goals to perform and provide rewards or punishment based on people doing the work.<sup>15</sup> In this style managers or leaders and team members set predetermined organisational goals together for doing work together. This style of leadership is suitable where the bureaucratic side conflicts with the professional one. To the end managers or leaders correct or train employees through the powers when he or she fails. In most organisations, this leadership reflects the reality of the workplace.<sup>16</sup> Finally, transformational leadership is related with human understanding and depends on the high level of communication of management to meet organizational goals. In this style of leadership, every person is empowered to become a productive learning community and fulfil highest needs.<sup>17</sup>

### **Transformational Leadership**

Transformational leadership can shift followers' performance beyond expectations, and increase the satisfaction of followers and commitment of groups and organisation (Bass, 1985, 1998; Bass and Riggio, 2006).<sup>18</sup> Transformational leadership reflects a kind of leadership in which leaders move their followers beyond immediate self-interests through idealised influence (charisma), inspiration, intellectual stimulation, or individualised consideration. The theory of transformational leadership was introduced by Burns (1978).<sup>19</sup> The aim of Burns (1978) was to find a concept to describe how leaders achieve radical change in the attitude and behaviour of their followers. This concept was mainly further developed by Bass (1981, 1985, 1988, 1990, 1997, 1998), Bass and Avolio (1993, 1995), Bass and Steidlmeier (1999), and others.<sup>20</sup> Although

<sup>6</sup>Howell, J.M. and Avolio, B.J. (1993) "Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated business-unit performance", *Journal of Applied Psychology*, vol. 78, no. 6, pp. 891-902; Uhl-Bien, M. (2006) "Relational leadership theory: Exploring the social processes of leadership and organizing", *The Leadership Quarterly*, vol. 17, no. 6, pp. 654-676; Tierney, P., Farmer, S. and Graen, G. (1999) "An examination of leadership and employee creativity: The relevance of traits and relationships", *Personnel Psychology*, vol. 52, no. 3, pp. 591-620

<sup>7</sup>Geyer, A.L.J. and Steyrer, J.M. (1998) "Transformational leadership and objective performance in banks", *Applied Psychology*, vol. 47, no. 3, pp. 397-420

<sup>8</sup>Bass, B.M (1985) "Leadership and performance beyond expectations", New York: Free press .

<sup>9</sup>Stogdill, R. (1950) "Leadership, membership and organization", *Psychological bulletin*, vol. 47, no. 1, pp. 1-14.

<sup>10</sup>Reiter-Palmon, R. and Illies, J. (2004) "Leadership and creativity: Understanding leadership from a creative problem-solving perspective", *The Leadership Quarterly*, vol. 15, no. 1, pp. 55-77.

<sup>11</sup>Ibid

<sup>12</sup>Nunnally, J. C., & Bernstein, I. H. (1991). "Psychometric Theory". McGraw, New York.

<sup>13</sup>Supra note 3

<sup>14</sup>Manz, C.C., Bastien, D.T., Hostager, T.J. and Shapiro, G.L. (1989) "Leadership and innovation: A longitudinal process view", *Research on the management of innovation: The Minnesota studies*, pp. 613-636.

<sup>15</sup>Conger, J. A., & Kanungo, R. N. (1998). "Charismatic leadership in organizations". Sage.

<sup>16</sup>De Jong, J.P.J. (2006) "Individual Innovation: The connection between leadership and employees' innovative work behaviour", Paper Provided by EIM Business and Policy Research in Its Series Scales Research Reports with Number R200604.

<sup>17</sup>Basu, R. and Green, S.G. (1997) "Leader-member exchange and transformational leadership: An empirical examination of innovative behaviors in leader-member dyads", *Journal of Applied Social Psychology*, vol. 27, no. 6, pp. 477-499.

<sup>18</sup>Bass, B.M., Avolio, B.J., Jung, D.I. and Berson, Y. (2003) "Predicting unit performance by assessing transformational and transactional leadership", *Journal of Applied Psychology*, vol. 88, no. 2, pp. 207-218.

<sup>19</sup>Burns, J.M. (1978) "Leadership". New York, NY: Harper & Row

<sup>20</sup>Bass, B.M. and Avolio, B.J. (1990) "The implications of transactional and transformational leadership for individual, team, and organizational

the conceptualisation of transformational leadership that Bass (1985) developed is based on Burns's (1978) work, there are a couple of differences between the two approaches.<sup>21</sup> Burns (1978) define transformational leadership as a process that through it "leaders and followers raise one another to higher levels of morality and motivation".<sup>22</sup> According to Bass and Riggio (2006, p.3), transformational leaders are those who "stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their leadership capacity".<sup>23</sup> Thus, those leaders facilitate the growth and development of their followers into leaders. That is done through two things, first, responding to followers' needs by empowering them, second, aligning the objectives and goals of followers, the leader, the group, and the larger organisation. Transformational leadership can be performed by anyone in the organisation in any level of authority. When followers feel trust, admiration, loyalty, and respect towards their leader, and they are motivated to achieve beyond expectations, their leader can transform them through three things.

Bass (1985) believes that the impact of transformational leaders is not just a result of their charisma. He views transformational leadership far more than just the impact of a leader's charisma. According to Bass (1985), "charisma is a necessary ingredient of transformational leadership, but by itself it is not sufficient to account for the transformational process".<sup>24</sup> Burns (1978) differentiates between two types of leadership: transactional leadership and transformational leadership. Whereas Burns (1978) argues that the two styles represent opposite ends of the same construct, Bass (1985) argues that the two styles of leadership in fact represent different constructs. According to Bass (1999, p-11), transactional leadership refers to "the exchange relationship between leader and follower to meet their self-interests".<sup>25</sup> Furthermore, transactional leadership may take the form of contingent reward in which the leader clarifies for the follower through direction or participation what the follower needs to do to be rewarded for the effort (Bass, 1999).<sup>26</sup> It also may take the form of active management-by-exception, in which the leader monitors the follower's performance and takes corrective action if the follower fails to meet standards (Bass, 1999; Li and Hung 2009; Wang et al. 2010; Walumba and Hartnell 2011).<sup>27</sup> Bass (1999) argues further that transactional leadership may take the form of passive leadership, in which the leader practices passive managing-by-exception by waiting for problems to arise before taking corrective action or laissez-faire and avoids taking any action.<sup>28</sup> Howell and Avolio (1993)

argue that the main difference between active management-by-exception and passive management-by-exception is the timing of leadership intervention. Passive leaders do not take corrective action until a problem has emerged, whereas, active leaders take a proactive approach by monitoring followers' actions, anticipating problematic issues, and taking action before a problem emerges and causes severe problems (Howell and Avolio, 1993).<sup>29</sup> Moreover, Bass and Riggio (2006) state that transformational leaders move beyond exchange relationships and inspire individuals to perform beyond expectations. That means achieving more than what followers believed was possible. Yukl (1999) adds that transformational leaders have a larger impact on their followers in motivating them using this style of leadership through transforming their attitudes, beliefs, values, and needs if compared with transactional leaders who principally depend on a strategy of getting compliance.<sup>30</sup> According to Burns (1978), transformational leaders not only identify followers' needs, but also try to upgrade them by searching for ways to satisfy their higher needs in accordance with Maslow's (1954) hierarchy. Transformational leaders take actions to motivate or modify followers' needs, rather than discovering them by finding ways to influence their followers to rise above their own self-interests for the sake of the organisation (Bass 1985). Howell and Avolio (1993) state that transactional leadership supports their followers' development through motivation in which they can take further responsibility.

Burns (1978) reveals that transactional leaders are motivating their followers through engaging with self-interest. Dubinsky et al. (1995) argue that transformational style of leadership is more effective than a simple reliance on constructive exchanges (i.e. transactional style), and such exchanges are considered more effective than corrective transactions of such style of leadership. Furthermore, Howell and Avolio (1993) argue that transformational leaders concentrate their attention on developing and achieving longer term goals, hence, they form an attractive overall vision and inspire followers to track goals that support such vision (Conger et al., 2001).<sup>31</sup> In addition, Burns (1978) distinguishes between transactional and transformational leadership according to their impact, which is based on bureaucratic authority. Growing number of studies found that transformational leadership can shift followers' performance beyond expectations, and increase the satisfaction of followers and commitment to the group and organisation (Bass and Riggio, 2006; Li and Hung 2009; Wang et al., 2010; Walumba and Hartnell, 2011).<sup>32</sup> The transformational leadership notion may reflect behavioural and attribution in leaders to move their followers beyond immediate self-interest. In this connection, many researchers such as Bass (1995, 1999), Bass and Avolio (1994, 1995) state that there are four behavioural dimensions of transformational leadership: charismatic role modelling or idealised influence, inspirational

development", *Research in Organizational Change and Development*, vol. 4, pp. 231-272.

<sup>21</sup>House, R.J., Spangler, W.D. and Woycke, J. (1991) "Personality and Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness", *Administrative Science Quarterly*, vol. 36, no. 3, pp. 364-396.

<sup>22</sup>Brooks, A.K. (2004) "Transformational learning theory and implications for human resource development", *Advances in Developing Human Resources*, vol. 6, no. 2, pp. 211- 225.

<sup>23</sup>Eisenbeiß, S. A., & Boerner, S. (2010). Transformational leadership and R&D innovation: taking a curvilinear approach. *Creativity and Innovation Management*, vol.19,no.4,pp. 364- 372.

<sup>24</sup>ibid

<sup>25</sup>Supra Note at 18

<sup>26</sup>Dvir, T., Eden, D., Avolio, B.J. and Shamir, B. (2002) "Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment", *The Academy of Management Journal*, vol. 45, no. 4, pp. 735-744.

<sup>27</sup>ibid

<sup>28</sup>Garcia-Morales, V.J., Jimenez-Barrionuevo, M.M. and Gutiérrez-Gutiérrez, L. (2012) "Transformational leadership influence on organizational

performance through organizational learning and innovation", *Journal of Business Research*, vol. 65, no. 7, pp. 1040-1050.

<sup>29</sup>Ibid

<sup>30</sup>Howell, J.M. and Avolio, B.J. (1993) "Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated business-unit performance", *Journal of Applied Psychology*, vol. 78, no. 6, pp. 891-902.

<sup>31</sup>Conger, J.A. (1999) "Charismatic and transformational leadership in organizations: An insider's perspective on these developing streams of research", *Leadership Quarterly*, vol. 10, no. 2, pp. 145-179.

<sup>32</sup>Wang, G., Oh, I., Courtright, S. and Colbert, A. (2011) "Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research", *Group & Organization Management*, vol. 36, no. 2, pp. 223-270.

motivation, individualised consideration, and intellectual stimulation<sup>33</sup>.

**Charismatic Role or Idealised Influence:** Idealised influence or charisma refers to the leader's charisma that provides vision and sense of mission, instills pride, and gains respect and trust. The term 'idealized influence' is used by Bass (1985) to describe the charismatic quality of transformational leaders.<sup>34</sup> According to Jung and Avolio (2000), idealised influence dimension refers to a charismatic ability of a leader to develop a vision and to influence followers to accept and share that vision.<sup>35</sup> The idealised influence in terms of both behaviours and attributions serves as a charismatic role model for followers. Bass (1985) defines charisma as a process in which a leader influences followers by arousing strong emotions and identification with the leader.<sup>36</sup> Avolio and Bass (2002) argue that the ability of transformational leaders to appeal to personal beliefs and interests of their followers on an emotional level helps leaders influencing their followers to accept their vision. According to Bass and Avolio (1995), leaders use their idealised influence to inspire loyalty, respect, and admiration as well as stress on the significance of having a collective sense of mission. They further state that usually charismatic leaders' followers feel pride for their association with their leaders.<sup>37</sup> Furthermore, Avolio (1999) argues that idealised influence is also when leaders get respect and trust of their followers from doing the right thing. According to Piccolo and Colquitt (2006), charismatic leaders are able to encourage followers to consider the moral and ethical results of their decisions. Therefore, they become the role models for their followers (Kelloway, and McKee, 2007).

**Inspirational Motivation:** Inspiration or 'inspirational motivation' is another dimension of transformational leadership. It refers to the leader's ability to communicate high expectations, use symbols to focus efforts, express important purposes in simple ways (Bass, 1990).<sup>38</sup>

**Individualised Consideration:** Individualised consideration refers to the leaders' ability to give personal attention, treat each follower individually, coach the progress of their followers, and advises those. Transformational leaders give special attention to the growth and achievement of their followers individually. Individualised consideration may involve providing support, encouragement, and developmental experiences to followers. Furthermore, individualised consideration appears when leaders pay attention to the developmental needs of followers, support, coach the development and delegate assignments as opportunities for

growth (Bass, 1999). Through individualised consideration, leaders establish one-to-one relationships with their followers, and recognise dissimilarities in their wants, abilities, and ambitions (Bass and Avolio 1995). Based on above, transformational leaders must have charisma, inspiration, intellectual stimulation and individualised consideration (Bass, 1999; Bass and Avolio, 2000). Consequently, given transformational leaders those four elements, their followers are expected to be more creative and innovative. In this regard, researchers have examined the significant of leadership and found that leaders having those four behavioural dimensions are more capable to improve employee's values and norms, encourage individual and organisational alterations, and support their employees to perform beyond performance expectations (Jung and Avolio, 2000).

### ***Creativity and Innovation***

In an organisation, employees' innovation begins with creative ideas. This also leads to successful implementation of new programs, new product introductions, or new services depends on a person or a team having a good idea and developing that idea beyond its initial state. Navigating away from the traditional psychological approach to creativity, which focuses on the characteristics of creative persons, Amabile et al. (1996) assume that the social environment can influence both the level and the frequency of creative behaviour.<sup>39</sup> Creative work occurs on jobs, any job, that involves certain types of tasks. Furthermore, creative work can occur when the tasks presented involve complex, ill-defined problems where performance requires the generation of novel, useful solutions. Based on that, creative work can occur in advertising, engineering, finance, and management, and involves not just idea generation but subsequent idea implementation as idea implementation may call for as much creativity as initial idea generation<sup>40</sup>.

### **Transformational Leadership and Followers Creativity'**

Literature of organisational behaviour shows an increasing interest to examine factors that promote employees creativity, which involves creation of new and useful ideas concerning products, services, processes, and procedures in organisations<sup>41</sup>. There are different ways that leaders can affect their followers' creativity as identified by many studies. For instance, leaders can articulate a vision demonstrating long-term rather than over short-term goals for organisation and through that, they lead individual and joint efforts of their followers in the direction of innovative work processes and outcome. Moreover, leaders are the main determinant of organisational culture. Furthermore, transformational leadership is the style of leadership that has been proved its relation to creativity. Moreover, Bass (1990) explains that transformational leaders enhancing their followers' self-efficacy can make a positive impact on their creativity. That is because followers feeling of self-efficacy increase their creative. There is another force for encouraging creativity of

<sup>33</sup>Avolio, B. J., & Gibbons, T. C. (1988). Developing transformational leaders: A life span approach. In *Charismatic leadership: The elusive factor in organizational effectiveness* (1988) Conger, JA; Kanungo, RN. San Francisco: Jossey-Bass. (pp. 276-308).

<sup>34</sup>Bass, B (1990) "The implications of transactional and transformational leadership for individual, team, and organizational development", *Research in Organizational Change and Development*, vol. 4, pp. 231-272.

<sup>35</sup>Jung, D. & Avolio, B. (1999) "Effects of Leadership style and follower's cultural orientation on performance in group and individual task conditions", *Academy of Management Journal*, vol. 42, no. 2, pp. 208-218.

<sup>36</sup>Bass, B.M. and Avolio, B.J. (1994) "Improving organizational effectiveness through transformational leadership", Thousand Oaks, CA: sage

<sup>37</sup>Bass, B.M. and Avolio, B.J. (2000) "MLQ, Multifactor Leadership Questionnaire Sampler Set: Technical Report, Leader Form, Rater Form, and Scoring Key for MLQ Form 5xshort", Mind Garden.

<sup>38</sup>Bass, B.M. and Avolio, B.J. (2000) "MLQ, Multifactor Leadership Questionnaire Sampler Set: Technical Report, Leader Form, Rater Form, and Scoring Key for MLQ Form 5xshort", Mind Garden.

<sup>39</sup>Amabile, T., Conti, R., Coon, H., Lazenby, J. and Herron, M. (1996) "Assessing the Work Environment for Creativity", *The Academy of Management Journal*, vol. 39, no. 5, pp. 1154-1184.

<sup>40</sup>Mumford, M. and Gustafson, S.(1988) "Creativity Syndrome: Integration, Application, and Innovation", *Psychological bulletin*, vol. 103, no. 1, pp. 27-43.

<sup>41</sup>Yukl, G. (1999) "An evaluation of conceptual weaknesses in transformational and charismatic leadership theories", *Leadership Quarterly*, vol. 10, no. 2, pp. 285-305.

followers that is used by transformational leaders, which is the emotional relationships.

### ***Transformational Leadership and Support for innovation***

There is no doubt of the importance of organisations in influencing employees' creativity<sup>42</sup>. Two main things control the organisation support for individuals' creativity: organisational climate and culture. Organizational innovation is dependent on the availability of organisational climate supporting innovation. Even if individuals developed their ability for innovation, their readiness to carry out positive efforts may be subject to opinions regarding the results of these efforts in a specific situation<sup>43</sup>. Furthermore, Scott and Bruce (1994) argue that organisational climate is one of the most significant factors that influence innovation and creativity.<sup>44</sup> They further argue that perceptions of employees on the extent of creativity support and the extent of creativity resource-allocation in the organisation have a significant effect on innovative performance.

According to them, the organisational climate presents a "sense-making" tool and a leading principle of creative methods leading to more innovative products and services (Scott and Bruce, 1994).<sup>45</sup>

### ***Conclusion***

Organisations must have leadership quality to nurture the growth of transformational leaders. Through the improved managerial quality, leaders must be vigorously involved in nurturing and mentoring employees in the firm. Success and effective leadership must inspire followers to pursue organisational goals and shared vision. Despite that, leaders must talk to followers in their words and encourage them to think in different ways. In the organisation, transformational leadership and the factors facilitating learning develop a healthy working atmosphere in an organisation. Apart from that, these factors can increase workers' self-perception of their employability, which can increase higher employee performance, supposedly through organisational innovation.

<sup>42</sup>Northouse, P.G. (1998) "Leadership: Theory and Practice". Leadership Quarterly, vol. 9, no. 4.

<sup>43</sup>Mumford, M.Scott, G. Gaddis, B and Strange, J. (2002) "Leading creative people: Orchestrating expertise and relationships", Leadership Quarterly, vol. 13, no. 6, pp. 705- 750.

<sup>44</sup>Scott, S.G. and Bruce, R.A. (1994) "Creating innovative behavior among R&D professionals: the moderating effect of leadership on the relationship between problemsolving style and innovation", IEEE International Engineering Management Conference, pp. 48. Piccolo, R.F. and Colquitt, J.A. (2006) "Transformational leadership and job behaviours: The mediating role of core job characteristics", Academy of Management Journal, vol. 49, no. 2, pp. 327-340.

<sup>45</sup>Ibid