

Transformational Leadership and its Relationship with Subordinate Satisfaction with the Leader (The case of Leather Industry in Ethiopia)

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Abstract

This study was targeted to describe the concepts of transformational leadership and its correlation with subordinate satisfaction with the leader. To this effect, 145 valid participants from ten sampled leather companies responded to the survey questionnaire. The participants are direct subordinates to their leader and evaluate the behaviour of their immediate leader using the adapted Multifactor leadership questionnaire (MLQ). Pearson correlation analysis found that all components of transformational leadership are highly correlated and even uniquely higher for the correlation between idealized influence and inspirational motivation. Similarly, all components of transformational leadership are statistically significant and strongly correlated with subordinate satisfaction with the leader. It is apparent that as transformational leadership practice increase so does subordinate satisfaction with the leader. The study confirmed that transformational leadership is an important leadership style to increase subordinate satisfaction with the leader.

Key words: Transformational leadership, subordinate satisfaction

1. Introduction

Today we are living in an era where change becomes inevitable. The most valued asset of the company recently called human capital unless properly managed success could not be realistic. Leadership has prior concern to create willingness in the mind of the led to perform the specific objectives of the company. This requires the matching balance between the objectives of the organization and the need of people which is an internal factor to the organization.

Starting from the prior work of Burns (1978) in his book titled "leadership"; significant attention has been given to transformational leadership style. This leadership style give concern more to the humanistic relation rather than economic arrangements. The recent book of Bass and Riggio evidenced that transformational leaders have more satisfied subordinates than non transformational leaders (2006).

As the two meta-analysis study Dum Dum, Lowe, & Avolio, 2002; Lowe et al., 1996 (noted in Bass & Riggio, 2006) found transformational leadership has very high correlation with subordinate satisfaction and among all components of transformational leadership that ranges from $r = .51$ to $r = .81$ (Bass & Riggio, 2006). Similarly, the current study found high correlation between components of transformational leadership and subordinate satisfaction with the leader r value ranging from .607 to .760 and .798 for the summated transformational leadership.

The focus of this study is to identify the relationship between components of transformational leadership with satisfaction with the leader and determine the correlation effects between transformational leadership and subordinate satisfaction with the leader.

2. Literature Review

Leadership is expressed mostly with the two commonly used words: influence and followers. It is defined as an influence, that is, "the art or a process of influencing people so that they will strive willingly and enthusiastically

toward the achievement of group goals” (Koontz & Wehrich, 2008, p.311). The roles of leadership change, but the core process is the same. In the absence of position, one can authentically influence to create value in followers. “The approach of influencing their followers differs from leader to leader. Some may influence and create value through ideas, others through systems, yet others through people, but the essence is the same” (Cashman, 2008, p. 24). The focus of this study is that of influence through people.

James Burns (1978) provided the following definition of leadership in his book of Leadership. Though this definition used longer, still cited in recent literatures because of his prior conceptual development to introduce transformational leadership

A leader induces followers to act for certain goals that represent the values and the motivations—the wants and needs, the aspirations and expectations—of both leaders and followers and the genius of leadership lies in the manner in which leaders see and act on their own and their followers’ values and motivations (Burns, 1978, p.9).

A review of the leadership literature reveals an evolving series of 'schools of thought' from “Great Man and Trait theories to the current modern leadership styles.” While early theories tend to focus upon the characteristics and behaviours of successful leaders, later theories begin to consider the role of followers and the situational nature of leadership (Bolden, R. et al., 2003). This research is conducted in a culture that is different from the western expecting the output may add knowledge’s about the specific nature of relations between transformational leadership and subordinate satisfaction with the leader in Ethiopian context.

2.1 Transformational leadership (TL)

Transformational leadership is the leadership style that “inspires followers to transcend followers self interests for the good of the organization and are capable of having a profound and extra ordinary effect on the followers concern” (Robbins, Judge, & Sanghi, 2009, p.456).

There has been unpredicted events and changes in the socio-economic, political, technological and organizational dimensions. “This accelerated rate of changes poses serious challenges to organizations to anticipate and manage change effectively or meet the fate of knock out. In this regard, transformational leadership is needed because the old theories of leadership, operating through the power of performance-reward linkage has become less relevant” (Srivastava, 2003, p.360).

Transformational leadership begins with the leader/follower relationship with a sense of “responsibility for” the development of followers. They enhance the relationship that arouse and maintain trust, confidence and desire of subordinates. The primary goal of this leadership is to transform followers toward a relationship that shift the dependent “responsibility for” into a relationship that is interdependent, and people are “responsible to” each other. A transformational leader’s bottom line goal is to bring followers up to the level of confidentially accomplishing organizational tasks without direct leader intervention (Einstein and Humphreys, 2001).

Additionally, transformational leadership is an approach to leadership that based on encouraging others to perform more than what they originally thought possible (Sarros, Gray, & Densten, 2002). Similarly, as Felfe, Tartler & Leipmann noted that “transformational leaders motivate others to achieve more than they thought possible by addressing motivation and inspiring their subordinates’ value and self esteem to go beyond egoistic interests” (Felfe, Tartler, & Leipmann 2004, p.266).

At present, transformation becomes the concern of the entire nation across the board. As Bass 1985 stated in (Ozaralli, 2003) expressed that the attention of leadership has shifted from traditional or transactional models to a new style of leadership with an emphasis on transformational leadership (Ozaralli, 2003).

2.1.1 Components of transformational leadership

Descriptions of the components of transformational leadership are presented in the following sections. Originally it was believed that there are three components of transformational leadership: charismatic-inspirational, intellectually stimulating, and individually considerate. However, later factor analyses suggested that the charisma factor has been subsequently called Idealized Influence, was separated from the inspiration factor (Inspirational Motivation) had form the 4I’s. This review is based on the later four components of transformational leadership. However, further sub-division of idealized influence into its attributes and behaviour is also possible (Bass and Riggio, 2006).

2.1.1.1 Idealized Influence (II)

Idealized influence is the behaviour that reflected by leaders showing charismatic personality. As Yammarino and Dubnisky 1994 (cited in Bass, 1985) "Idealized influence and charismatic influence used interchangeably", it is the key components of the transformational leadership. Using idealized influence, transformational leaders act in ways that allow them to serve as role models for their subordinates. "The leaders are admired, respected, and trusted. Their subordinates identify them with their charismatic personality and attracted to emulate them. Beside, these leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination" (Bass and Riggio: 2006, p. 6).

Besides, Idealized leadership at its core represents the highest levels of moral reasoning and perspective-taking capacity. These leaders are willing to sacrifice their own gain for the good of their work group and organization. They set high standards for work conduct and are a role model for those standards. They build trust in people because those who work for them know they are working toward the common good, and their sacrifices along the way are evidence of their consistency for their actions and values. These are people who see the good in others first and when it is not obvious they work to build it out with concern for people. Leaders with idealized characteristics can walk first on the way they talk about (Avolio: 2005).

2.1.1.2 Inspirational Motivation (IM)

Transformational leaders using IM attracts people toward the vision of the organization with their effective communicating personality. Inspirational leadership is "communicating a vision with fluency and confidence, increasing optimism and enthusiasm, and giving interesting talks that energize others" (Yammarino and Dubnisky, 1994, p.791). "Transformational leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision" (Bass and Riggio: 2006, P.6).

Inspirational motivation is about encouragement to raise the consciousness of workers about the organization's mission, vision, and committing to the vision is a key theme of this factor. The key indicators of inspirational motivation are "organizational vision, communication, challenging to workers encouragement, working with workers, and giving autonomy are the core values of inspirational motivation" (Sarros & Santora, 2001, p. 385).

2.1.1.3 Intellectual Stimulation (IS)

Intellectual Stimulation referred to leaders who challenged their followers' ideas and values for solving problems. Through intellectual stimulation, transformational leaders were able to show their followers new ways of looking at problems. Such leaders encouraged their followers to use non-traditional thinking to deal with traditional problems and they give ear to subordinates' ideas even if different from theirs ((Muenjohn n.d, p. 4).

A recent study conducted in Neger Delta stated that intellectual stimulation provokes followers to think new methods and means in an innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing (Nwagbara, 2010, p.395).

Intellectual simulation had a statistically significant positive correlation with effectiveness and satisfaction in the quantitative study. According to this study Encouraging and expecting followers to challenge their own old ways of doing things were key ingredients that help to keep on changing (Kirby. & King. n.d, p.310).

Leaders who are intellectually stimulating see the advantages of creating unity through diversity. By bringing together and integrating a diverse range of perspectives, they are able to create genuinely new ideas and initiatives. The goal of intellectual stimulation is to continuously generate the highest levels of creativity from the subordinates (Avolio, 2005).

2.1.1.4 Individualized Consideration (IC)

Individualized considerate leaders pay special attention to each individual follower's needs for achievement and growth by acting as an advisor, coach or mentor. Subordinates and colleagues are developed successively to the higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized... The

leader delegates tasks as a means of developing followers. Delegated tasks are monitored to sincerely identify if the followers need further support (Bass and Riggio, 2006).

The finding on Impact of transformational leadership on followers influence strategies support the above idea in that the followers of transformational leaders experience a total and unqualified belief in and identification with the leaders and their mission. Thus, "transformational leaders are seen as helpful and friendly, and therefore followers would use friendliness strategy more frequently" (Krishnan, 2004, p.69).

2.2 Transformational leadership and subordinate satisfaction with the leader

A new theory of organizational leadership began to emerge based on the idea that individuals operate most effectively when their needs are satisfied. When people are satisfied, they are more likely to increase their productivity which in turn impacts the organization's bottom line (Stone and Patterson, 2005). The focus of the leader had moved to understand the relationship between a leader's actions and the follower's satisfaction and productivity. Theorists began to consider behavioural concepts in their analysis of organizational leadership. Satisfaction is psychological that indicates positive attitudes of people toward the situation. The feeling of positive attitudes developed through proper evaluation (Hellriegel, Jackson, & Solcum, 2005).

Followers or subordinates satisfaction has remarkable value for effectiveness of an organization. Transformational leaders have more satisfied followers than non transformational leaders (Bass & Avolio, 2006, p.41). The relationships of transformational leaders develop with their followers are critical to successfully bringing about change. By understanding the struggles, needs and capabilities of followers, transformational leaders can develop strategies for progress. "To effectively bring about change, leaders need to be representative and there should be social proximity between leaders and followers" (McGuire & Hutchings, 2007, p.163). Subordinate of transformational leadership are more likely to move forward with ambitious goals, be familiar with and agree on the strategic goals of the organization, and believe that the goals they are pursuing are personally important to them (Hellriegel, Jackson, & Slocum, 2005).

As taken from summary of the book "Leadership in organization", followers are more likely to be effective if they view themselves as active and independent rather than passive and dependent on the leader. Yukl emphasizes that subordinates can play an important role in improving leadership by providing accurate information, challenging incorrect decisions and resisting inappropriate influence. They can also positively influence in giving support, encouragement, and providing advice (Yukl, n.d.).

Transformational leadership is positively related to a subordinate's perceptions of leader effectiveness and higher levels of motivation. Studies have found that followers of transformational leaders report high satisfaction and motivation. Further research could include an investigation of the transformational leader's motivation of followers and the effects of this motivation which could include increased commitment to the vision and mission articulated by the leader (Givens, 2008).

Depending on the recent finding of positive weak correlation between transformational leadership components and satisfaction of followers with the leader, suggested for policy makers that policy implication leaders must agree with the opinion of their followers when they come up with sound and logical reasoning so that they feel confidence and transform into future leaders (Badla and Nawaz, 2010). However, As Bass and Riggio, 2006 (noted in DeGroot, Kiker, & Cross, 2000) correlated charisma (idealized influence) with follower satisfaction found strong correlation at $r = .77$ (page, 42).

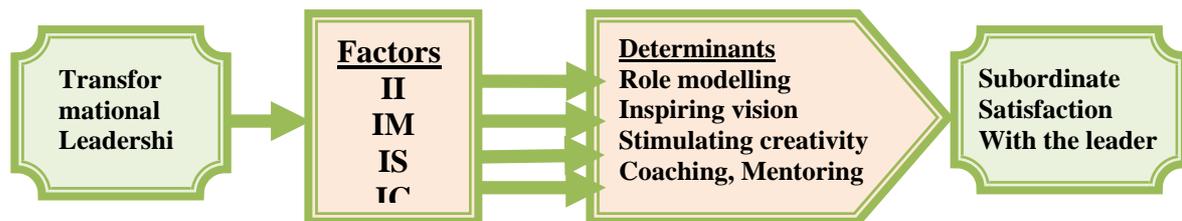
The connection between transformational leadership and follower satisfaction is likely substantial. "Leaders who are inspirational and show commitment can challenge their followers to think and provide input, and who show genuine concern for them should have more satisfied followers" (Bass & Avolio, 2006, p.43).

Transformational leadership and satisfaction of followers are positively related. According to the recent study conducted by Badla and Nawaz (2010), all dimensions of transformational leadership have positive correlation with satisfaction except for individualized consideration. (Boadla and Nawaz, 2010).

3. Method

3.1 Conceptual framework

The broad field of this research Transformational leadership has four dimensions or factors that build the subject. These four factors are: Idealized influence (attributes and behaviors), inspirational motivation, intellectual stimulation and individualized consideration. The dependent variable “subordinate satisfaction with the leader” relies on the factors of transformational leadership. In today’s competitive world, it is difficult for organization to compete or even to survive without satisfying the most valued asset of the organization. Since yet more emphasis has been given to the outcome of transformational leadership and less attention has been give to the process. Hence, investigation of subordinate satisfaction with the leader from the perspectives of transformational leadership is central to this research.



Model of conceptual framework based on the concepts of Bass and Riggio, 2006

3.2 Research hypotheses

To increase subordinates’ satisfaction, leaders were suggested to pay emphasis on the human side of their subordinates. Leaders should appreciate and become sensitive to subordinates’ feelings, beliefs and values. The leader should be able to develop a sense of justice and judge a situation through subordinates’ eyes, and hearts. This could make subordinates more loyal to the organization and willing to work harder, especially when the interest is shown in what the leaders feel and care about their subordinates (Puvarattanakul and Muenjohn, 2009, p.7).

Each factor of independent variables separately correlates with the dependent variable to evaluate the individual relation of the variables. Besides, the sum total of the factors transformational leadership correlates to investigate the summated effects of transformational leadership at industry level. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision (Bass and Avolio, 2006, p.6)

Hence, the following hypotheses were developed to test the outlined objectives of the research.

Hypothesis 1

The components of transformational leadership have no relationship with subordinate satisfaction with the leader.

Hypothesis two

Transformational leadership has no relationship with subordinate satisfaction with the leader.

3.3 Participants

In this study, sample was drawn from leather industries currently operating at country level. Two recently established companies (China-Africa leather industry and Dirre industrial group) with less than one year of operation at the time of study were excluded from the sampling frame. The researcher considers performance below one year is not sufficient for subordinates to evaluate their leader. Hence, 22 leather companies were considered in the random sampling framework. Then, ten companies were selected using random sampling technique that covers 45.45%. Then, stratified sampling was used to keep the fairness representation of participants in each company basing their human resource specific to the study. Questionnaire was distributed to 168 subordinates of ten companies where 147 filled and returned with a response rate of 86.3%. Among the returned questionnaire, two were dropped out because of significant missing values.

Participants were 145 direct subordinates of employee in leather industry where (Mean = 3.6). Gender of participants are dominated by male (Male = 108, Female = 37). Age of participants were categorized into seven where (20 and below covers only 2.1%; between 21-26 is the highest 33.1%; between 27-32 is 19.3%; 33-38 is 11%; 39-44 is 3.1%; 45-50 is 14.5% and 51 and above years covers 6.9%). Regarding their academic qualification 42% (n = 61) has diploma, 31.6% (n = 46) has BSC/BA, 1.2% has second degree and the remaining are found certificate (one year training after completion of grade 12) and below. Participants monthly salary (n = 61, 42.1%) receive birr (local currency equated 1 USD to 17.2 at the time of the study) 1500 and below, then 15.9% of participants receive salary between 1501-2000, 11.7% of participants receive salary between 2001-2500, 4.1% of participants receive salary between 2501-3000, 6.9% of participants receive salary between 3001-3500, 3.4% of participants receive salary between 3501-4000, and those who receive 4001 and above covers 14.5%.

3.4 Instrumentation

Using specific tools to measure the effectiveness of transformational leadership is the important aspects of today's leadership direction. The Multifactor leadership questionnaire (MLQ) will be used to assess the factors of transformational, transactional and laissez-faire leadership. The adapted MLQ-5X is the product of much psychometric and theoretical work. They believe that "it has earned its place as the most popular measure of transformational and transactional leadership through the effort and diligent labors of its developers and many other scholars in the field" (Schriesheim, Joshua, & Scandura 2009, p. 614).

Besides, the MLQ has excellent validity and reliability (Lievens, Geit and Coetsier 1997) which was confirmed by researchers and used extensively throughout the world. For this study too, seventeen subject matter experts analyzed the questionnaire and included those fulfilled the requirement based on Lawshe (1975) content validity ratio measurement scale (CVR). Research on transformational leadership, including the use of the MLQ, has taken place in every continent and in nearly every industrialized nation. (Bass & Riggio, 2006).

The questionnaire included three parts, which consisted of personal information, leadership personality traits and subordinates satisfaction. The questionnaire asked the participants to respond on the five scales, representing never, once in a while, sometimes, fairly often and frequently if not always for the independent variables and strongly dissatisfied, dissatisfied, undecided, satisfied and strongly satisfied for dependent variable. To collect data, two versions of questionnaire were designed; English version and Amharic version. Then, both versions (Amharic and English) were sent to make the questionnaire more understandable.

3.4.1 Independent variables

The variable that is antecedent to the dependent variable is known as an independent variable. Whereas, the variable that is a consequence of the other variable, is termed as a dependent variable. Independent variables in this research are the summated transformational leadership with its components. The four components of transformational leadership have found reliability of Cronbach's Alpha .916 in common.

3.4.2 Dependent variable

The dependent variable "subordinate satisfaction" was designed to measure satisfaction of subordinates with their leaders. The two items from MLQ are: My leader use methods of leadership that are satisfying and work with others in a satisfactory way were taken as it is and no revision has been made after subject matter expert analysis and pilot testing was conducted. Subordinate satisfaction with the leader has found reliability of Cronbach's Alpha .786

4. Results

Hypotheses 1& 2

Descriptive statistics in all the cases are found between point 3 & 4 or between sometimes and fairly often for the independent variable and between undecided and satisfied for the dependent variable in the measurement of the scale. To answer research hypothesis 1& 2, Pearson product-moment correlation coefficient was used to investigate the possible relationship between transformational leadership and its factors with subordinate satisfaction with the leader. Correlation analysis was used to examine the relationships between the predictor

(idealized influence, inspirational motivation, intellectual simulation and individualized consideration) and criterion variable subordinate satisfaction with the leader.

The outcomes of Pearson correlation coefficient found statistically significant correlations between each dimensions of transformational leadership and satisfaction with the leader. Idealized Influence ($r = .760$, $df = 143$, $p < .001$), with satisfaction with the leader, Inspirational motivation has ($r = .722$, $df = 143$, $p < .001$, for satisfaction with leader, Intellectual simulation has ($r = .607$, $df = 143$, $p < .001$) for satisfaction with the leader, Individualized consideration found ($r = .743$, $df = 143$, $p < .001$ for satisfaction with the leader and summated transformational leadership correlated ($r = .798$, $df = 143$, $p < .001$). All factors of transformational leadership have strong correlation with subordinate satisfaction with the leader including the summated predictor variable. Thus, hypothesis 1 & 2 are rejected. (See table 2).

Additionally, the result of Pearson correlation revealed that all dimensions of transformational leadership are strongly correlated with satisfaction with the leader. Idealized influence correlate with satisfaction with the leader has $r^2 = 57.76\%$ explained the specific variance in the dependent variables. Inspirational motivation has got $r^2 = .5213$ with criterion variable satisfaction with the leader. Hence, this factor accounted for the variance of 52.13% in satisfaction with the leader. Intellectual simulation accounted for the variance $r^2 = 36.84\%$ in satisfaction with the leader. This factor contributed the least of all other factors in explaining the dependent variable. Individualized consideration accounted r^2 value 55.20% in satisfaction with the leader. The summated transformational leadership has r^2 value .6368 explains 63.68% of the variance in satisfaction with the leader. The summated factor correlation is found higher than its individual factors.

5. Discussion

The finding of this study revealed strong correlation between the components of transformational leadership and subordinate satisfaction with the leader. The value of r ranges from .607 for intellectual simulation to .760 for idealized influence. This finding is consistent with Bass and Riggio (2006) that state in their book of transformational leadership "there is exceptionally high correlation between components of transformational leadership and satisfaction" which is measured synonymously with the two items taken from MLQ. However, it is not consistent with the study of Bodla and Nawaz (2010) that reported correlation of transformational leadership factors with satisfaction that range from .099 to .291 indicating weak positive correlation. Of course these two studies differ in their population type. Bodla and Nawaz studied in faculty members of higher education in Sahiwal and Punjab India, whereas this study conducted in leather industry in Ethiopia. Apart from the mentioned difference, both studies used MLQ as measuring instrument for the study. However, the later used self-rating (leaders' evaluation of their own behaviour) whereas the earlier used the rating scale (subordinates evaluation of their immediate leader).

As Bass and Riggio, 2006 (noted in Dumdum et al., 2002) correlations for the MLQ dimensions are even higher for follower satisfaction with leader than job satisfaction. This idea strengthens the finding of strong correlation between factors of transformational leadership and subordinate satisfaction with the leader. The other difference is in this study all factors of transformational leadership are found significant at $p < .001$ whereas in the study of Bodla and Nawaz identified individual consideration factor observed not significant.

As Bass and Riggio, 2006 (cited in meta-analysis of DeGroot, Kiker & Cross, 2000) that based on charisma (idealized influence) correlate with commitment and follower satisfaction found that idealized influence correlated with follower satisfaction with the leader at $r = .77$. The current study also found consistent with $r = .76$ for correlation between idealized influence and subordinate satisfaction. Besides, the interdependence of each components of transformational leadership are found high correlation among each other. Uniquely the correlation between idealized influence and Inspirational motivation found the highest at r value .819. This finding is consistent with Bass and Riggio that confirmed exceptionally charisma (idealized influence) and inspirational leadership are highly correlated. The study confirmed that transformational leadership is an important correlational factor to increase subordinate satisfaction with the leader.

5.1. Conclusion, Limitation, and Implication for future research

In conclusion, this study found consistent result with the prior work of research indicating high correlation between components of transformational leadership with subordinate satisfaction with the leader and the summated transformational leadership with subordinate satisfaction with the leader. As the practical implementation of transformational leadership increase so does subordinate satisfaction with the leader.

The following limitations were drawn from this study. The first limitation is that the study is limited to only leather industry working at national level. Secondly the study used only one outcome of leadership that fenced to subordinate satisfaction with the leader. Thirdly this study used survey method to collect data once during the time of study. Had it been other tools additionally incorporated, the finding could increase the generalizability. As a result, it didn't consider the changes that may happen from time to time. Fourth, the translation of the survey instrument to local Amharic language like the word "transformational leadership" was one of the challenges the researcher encountered during measuring instrument testing phase.

Further research is needed considering other industrial sectors to minimize the limitation of this study. It is also crucial to consider other outcome of leadership such as effectiveness, extra effort; commitment and Organizational citizenship might be an alternative way to widen the scope of correlational effect. Using other inferential statistics could increase our knowledge of understanding in Ethiopian context where studies in this style of leadership are almost nil.

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Table 1 Demographic statistics of gender, age, education level, and monthly salary.

Characteristics		Frequency	Percent
Gender	Male	107	73.8
	Female	37	25.5
	Missing	1	.7
	Total	145	100.0
Age	20 or below	3	2.1
	21-26	48	33.1
	27-32	28	19.3
	33-38	16	11.0
	39-44	19	13.1
	45-50	21	14.5
	51 and above	10	6.9
	Total	145	100.0
Education level			
	12 or below	19	13.1
	Certificate	16	11.0
	Diploma	61	42.1
	BA or BSC	46	31.7
	MA or MSC	2	1.4
	99	1	.7
	Total	145	100.0
Monthly salary			
	1500 or below	61	42.1
	1501-2000	23	15.9
	2001-2500	17	11.7
	2501-3000	6	4.1
	3001-3500	10	6.9
	3501-4000	5	3.4
	4001 and above	21	14.5
	Missing	2	1.4
	Total	145	100.0

Table 2. Descriptive statistics of components of transformational leadership with subordinate satisfaction with the leader.

Descriptive Statistics			
	Mean	Std. Deviation	N
Idealized Influence	3.6389	.88293	145
Inspirational motivation	3.6460	.84251	145
Intellectual simulation	3.5448	.81666	145
Individualized consideration	3.5437	.94852	145
Transformational leadership	3.6025	.78911	145
Satisfaction with the leader	3.5276	1.04712	145

Table 3 Intercorrelation transformational leadership factors, transformational leadership and subordinate satisfaction with the leader.

		II	IM	IS	IC	TL	Satisfaction with the leader
Idealized Influence	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	145					
Inspirational motivation	Pearson Correlation	.819**	1				
	Sig. (2-tailed)	.000					
	N	145	145				
Intellectual simulation	Pearson Correlation	.734**	.747**	1			
	Sig. (2-tailed)	.000	.000				
	N	145	145	145			
Individualized consideration	Pearson Correlation	.715**	.727**	.667**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	145	145	145	145		
Satisfaction with the leader	Pearson Correlation	.760**	.722**	.607**	.743**	.798**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145

** . Correlation is significant at the 0.01 level (2-tailed).