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The Impact of Transformational Leadership on Employee Reactions towards Individual Work Performance: A Conceptual Paper

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Abstract

Interest in the impact of transformational leadership on employee reactions for decades, been the focus of research studies and variety of countries. Employee reactions are usually defined in this research specifically in terms of organizational commitment, job satisfaction and citizenship behavior. Either while such studies have focused on direct or indirect relationships between the specific factors, there is little evidence of any research, which examines the leadership effectiveness as a serially integrative relationship. This study therefore proposes a more comprehensive model of transformational leadership, which incorporates the key factors of employee reactions. The expectancy theory of motivation is used to expand and clarify the current model of leadership effectiveness. This paper claims that the reactions of employees are crucially nested in the transformational leadership – individual work performance relationship. In particular, the significance of this paper is therefore to develop the serially integrative relationship model between transformational leadership, organizational commitment, organization citizenship behavior, job satisfaction and individual work performance.

Keywords: Organizational Commitment, Organizational Citizenship Behavior, Job Satisfaction, Transformational Leadership, Individual work Performance.

Introduction

Leadership is a process of social influence that can increase effectiveness of the leader and the organization (Erkutlu, 2008). Leaders naturally may exert an influence on employees; helping them to achieve specific goals within their organization. Leaders who adopt the transformational leadership approach are better able to motivate employees to perform beyond expectations (Moon, 2016). A great deal of research has examined the significant impact of transformational leadership on work outcomes such as work performance and employee reactions (Abubakr & Hanan, 2013; Chen and Fahr, 2015). Studies of the effects of transformational leadership on employee reactions; namely organizational commitment, organizational citizenship behavior, and job satisfaction have attracted the attention of