

Running head: INDIAN TRANSFORMATIONAL LEADERSHIP

THE RELATIONSHIP BETWEEN INDIAN TRANSFORMATIONAL
LEADERSHIP AND
THE JOB SATISFACTION OF INDIAN FOLLOWERS

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Abstract

Transformational leadership research has been extensive over the last several decades (Bass & Stogdill, 2008). While there have been a number of studies of transformational leadership within the Indian culture, there are less which explore the Indian transformational leadership and Indian follower relationship from the follower's perspective. The researcher has not come across research which measures the relationship, if any, between the Indian transformational leader and job satisfaction of the Indian follower. Research has been conducted on overall Indian employee satisfaction but none which includes the variables of Indian manager and Indian follower. A quantitative study is proposed to examine on whether a relationship exists between the variables of Indian transformational leadership and the job satisfaction of Indian followers. To measure Indian transformational leadership, the researcher will be using the Multifactor Leadership Questionnaire 5X (Short) which has been used by researchers for many decades (Avolio & Bass, 2004). To measure job satisfaction, the researcher will be using the Job Satisfaction Survey (JSS) which also has been used by researchers for many years (Spector, 1997). Further methodology of the study can be found in Chapter 3. The findings and conclusions of the study will be reviewed in Chapter 4 and Chapter 5 respectively.

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Table of Contents

DISSERTATION APPROVAL FORM.....	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	vi
LIST OF FIGURES	ix
LIST OF TABLES	x
CHAPTER 1: INTRODUCTION.....	1
Background of Problem.....	1
Statement of Purpose	3
Significance of Research	5
Nature of the Study.....	6
Conceptual/Theoretical Framework	7
Limitations and Scope of Research	11
Assumptions	12
Definition of Terms	12
Summary.....	14
CHAPTER 2: REVIEW OF THE LITERATURE.....	16
Overview and Earlier Leadership Theories	16
Indian Transformational Leadership	22
Global Leadership and Transformational Leadership	25
Job Satisfaction Construct	33
Conclusion.....	36
CHAPTER 3: METHOD OF RESEARCH.....	38

Research Design	40
Research Questions	45
Population and Sampling.....	48
Instrumentation.....	48
Multifactor Leadership Questionnaire (MLQ 5X)	48
Job Satisfaction Survey (JSS).....	49
Personal Data Form	51
Procedure	51
Data Collection	51
Data Analysis.....	51
Conclusion	52
CHAPTER 4: RESULTS	53
Participants	54
Sample Demographics.....	57
Research Questions and Hypotheses	57
Data Analysis Procedure	60
Main Analyses	60
Research Question One Findings	66
Research Question Two Findings.....	68
Research Question Three Findings.....	71
Additional Discussion	78
Summary.....	80
CHAPTER 5: SUMMARY AND CONCLUSIONS	82
MLQ 5X and JSS Instruments.....	82

INDIAN TRANSFORMATIONAL LEADERSHIP	viii
MLQ 5X and Global Leadership Instruments	84
Descriptive Statistics and Pearson’s Correlation.....	85
Discussion of Findings.	86
Research Question One	86
Research Question Two.....	86
Research Question Three.....	88
Applied Research.....	89
Limitations of the Study	92
Implications for Future Research	94
Summary.....	97
REFERENCES	101
APPENDICES	114
Appendix A: Multifactor Leadership Questionnaire (MLQ) (5X Short) Rater.....	114
Appendix B: Job Satisfaction Survey (JSS)	115
Appendix C: Invitation and Survey Procedure –Employee	117
Appendix D: Informed Consent	118
Appendix E: Permission for MLQ 5X.....	119
Appendix F: Permission for JSS.....	120

LIST OF FIGURES

Figure 2.1 Transformational Leadership Dimensions	19
Figure 2.2 Transactional Leadership Characteristics	20
Figure 2.3 Global Leadership Model (GLM)	28
Figure 3.1 MLQ 5X Likert Scale	41
Figure 3.2 Transformational Leadership and Transactional Leadership Model	44
Figure 3.3 Job Satisfaction Survey (JSS) Likert Scale.....	49
Figure 4.1 Personal Data Questions	55
Figure 4.2 Mean Differences of Transformational Leadership Dimension Score	69
Figure 4.3.1 Scatter plot (IIA)	75
Figure 4.3.2 Scatter plot (IIB)	75
Figure 4.3.3 Scatter plot (IM).....	76
Figure 4.3.4 Scatter plot (IS)	76
Figure 4.3.5 Scatter plot (IC).....	77

LIST OF TABLES

Table 2.1 Summary of Literature Review: Leadership Theories	21
Table 3.1 Summary of Hypotheses, Variables, and Statistics	47
Table 3.2 Job Satisfaction Survey (JSS).....	50
Table 4.1 Personal Data Summary	56
Table 4.2 Variables, Statistical Techniques, and Significance Level of Results.....	59
Table 4.3 MLQ 5X Dimension Questions.....	62
Table 4.4 Standard Deviation (SD) of MLQ 5X Dimensions	67
Table 4.5 Percentiles for Individual Scores (US).....	70
Table 4.6 Pearson Correlations – SPSS 23.....	74

Chapter 1 – INTRODUCTION

Background of Problem

The focus of the study is on Indian transformational leaders and their influence on Indian followers' job satisfaction. Since India is an emerging economy and a major player globally, Indian firms are finding that job satisfaction is a challenge to retain talented Indian employees (Wharton – School of the University of Pennsylvania, 2014). It should be noted that within India's population today, which includes a billion people, the average age is less than 25 years (Wharton – School of the University of Pennsylvania, 2014). It will be important for the Indian leadership to recognize job satisfaction as a key factor in retaining and motivating workers for the new generation.

India's economy began to flourish in the 1990s, particularly in the automobile, banking, steel and information technology (IT) industries (Cappelli et al., 2010). By 2000, India became a global success in the IT sector (Friedman, 2007). Many companies across the globe began to outsource their IT and software engineering to Indian firms. Today, Indian IT businesses are the largest having a tremendous impact on the global economy (Cappelli et al., 2010; Freidman, 2007).

Transformational leadership is a theory that has been applied to many cultures and constructs such as job satisfaction have been an important part of the research. The research which follows are key components within the field of transformational leadership which have influenced the study. Cappelli et al. (2010) found that the majority of senior executives interviewed and surveyed from the largest Indian-based companies were transformational leaders using the constructs of motivating employees and empowering through communication as high priorities. Gill et al. (2011) found

that turnover among restaurant workers in the Punjab region of India was substantially reduced where the restaurants had transformational leaders and empowerment of workers. Intellectual stimulation was another important construct of the transformational leaders. Korrapti and Rapaka (2009) findings show that software projects were successful when Indian project manager's leadership style centered on motivation, inspiration, and intellectual stimulation of project stake holders. It should be noted that the critical research gap within this research is that none of this research (Cappelli et al., 2010; Gill et al., 2011; Korrapti & Rapaka, 2009) analyzed the potential influence of Indian transformational leadership on Indian followers' job satisfaction.

Job satisfaction is an important factor to organizational success (Givens, 2008). Research has shown that transformational leadership can influence followers' job satisfaction (Bass & Stogdill, 2008). However, there is no research that measures the relationship of Indian transformational leadership to Indian followers' job satisfaction. With India becoming a major economic power in the global economy, such research is important to conduct in the global leadership field of study.

Recent research (Cappelli et al., 2010; Gill et al., 2011; Korrapati & Rapaka, 2009; Wharton – School of the University of Pennsylvania, 2014) has taken place concerning the human resources challenges in India. As noted earlier, turnover particularly in technical positions has risen within many Indian firms. The law of supply and demand is at work in India. With more successful firms in India, management is finding that such turnover is occurring more frequently (Wharton – School of the University of Pennsylvania, 2014).

Empirical studies have shown that leadership behavior, in particular transformational leadership, has a consistent influence on employees' job satisfaction (Givens, 2008).

The proposed study will investigate the question of whether there is a relationship between Indian transformational leaders and Indian followers' job satisfaction. If so, more Indian firms could be motivated to practice transformational leadership which in turn could result in increased employee job satisfaction.

Job satisfaction has often been described as a construct containing essentials such as the job itself, supervisor relationship, management beliefs, future opportunity, work environment, pay/benefits/rewards, and co-worker relationships (Morris, 1995).

Studies have found that when transformational leadership exists, increased job satisfaction is also found since transformational leaders encourage the followers to take more responsibility and autonomy (Givens, 2008). Furthermore, when using transformational leadership the job tasks assigned to the workers would give followers an increased level of accomplishment and satisfaction (Emery & Baker, 2007).

Statement of Purpose

Transformational leadership research has been extensive over the last several decades (Bass & Stogdill, 2008). More recent research has investigated the relationship between transformational leadership and organization commitment of citizenship behavior (Hamidi & Salim, 2015). Organizational citizenship was defined by Kamidi and Salim (2015) as the behaviors of employees helping each other for the good of the organization; examples include working holidays, being involved in non-duty activities or tolerating organizational deficiencies. Kamidi and Salim (2015) found that there is a relationship between transformational leadership and

organizational commitment of citizenship behavior leading to performance efficiency and job satisfaction of the followers in an Iranian bank. While there may be a similarity with the Hamidi and Salim (2015) study to this study in exploring the relationship of transformational leaders to employee job satisfaction, this study investigates the followers' perceptions of the managers rather than the behaviors of the followers.

There have been a number of studies of transformational leadership within the Indian culture, but there are few which explore Indian transformational leadership and Indian follower relationship from the follower's perspective. After extensive research this author has not identified any studies which measure the relationship between transformational leaders and job satisfaction of Indian followers. Research has been conducted on overall Indian employee job satisfaction but no research has been found which includes the variable of the Indian manager along with the Indian follower.

The main purpose of this study, therefore, is to investigate the nature of the relationship of Indian transformational leadership and Indian followers' job satisfaction. The transformational leadership theory supports the research framework of this study. Since transformational leadership theory is an integral part of global leadership (Dunn et al., 2012), it is research that can be considered in the global leadership context. Owen (2013) indicated that transformational leaders have impacted organizations and their employees for a number of years. Since the economic downturn, with millions of employees losing their jobs, organizations focused more on profitability and little on people (Wells, 2008). Owen (2013) argued that transformational leaders emphasize a belief in people and have achieved profitability expectations through people. The proposed study adds to the call by

Owen (2013) for more research on transformational leadership from a global context, and the influence on such constructs as employee job satisfaction.

Significance of Research

This study has the potential to add to the global leadership field in two ways. First, if the findings show that Indian transformation leadership has a positive correlation with Indian followers' job satisfaction, they would provide a rationale for Indian companies to consider transformational leadership in their leadership development programs. Training in transformational leadership and its four dimensions (Bass, 1985) would be highlighted. Bass (1990) indicated that transformational leadership can be taught; it is not something that a person is born. Second, the proposed study could be replicated in other cultures to learn if employee job satisfaction correlates in a similar way to transformational leadership.

Since transformational leadership is a theory which crosses over many boundaries and cultures, transformational leadership can be applied to diverse cultures. For example, Indian and American cultures may be different but the principles of transformational leadership can apply to either culture (Bass & Stogdill, 2008). Hence, the proposed study could be replicated outside of India.

The study may resolve issues in an area which has been overlooked by researchers and practitioners. For example, employee turnover is an issue impacting Indian companies; in particular Indian IT companies. (Yiu & Saner, 2014). This study could provide answers to that issue should a relationship exist between Indian transformational leadership and the job satisfaction of Indian followers.

The study could also add to the theoretical base of transformational leadership within a global context. The Global Leadership Model (GLM) of Dunn et al. (2012) is

another example of where the findings of the study could contribute to the meaning of the model. The two areas of the model the study will examine are **transformational leadership** and the **relations** between Indian managers and Indian followers.

Nature of the Study

The central research question centers on the relationship between Indian transformational leadership and the job satisfaction of Indian followers. The investigation will involve one site of a major Indian IT company with global operations. The site will be in Hyderabad, India. The site has a population from which to select a sample of Indian employees or followers representing the company.

The study is a quantitative method with two instruments measuring transformational leadership of Indian managers and the job satisfaction of Indian followers. Those instruments are the Multifactor Leadership Questionnaire (MLQ) (Avolio & Bass, 2004) and Job Satisfaction Survey (JSS) (Spector, 1997) respectively. Permission has been granted by Mind Garden, administrators of the MLQ and Dr. Paul Spector, developer of the JSS.

It will be a correlative analysis using Pearson's correlation (Creswell, 2008). The Statistical Package for the Social Sciences (SPSS) will be used to input the data and conduct the statistical testing (Frankfort-Nachmias & Nachmias, 2008). The researcher will apply to Indiana Tech's Institutional Research Board (IRB) to obtain approval of the research and to issue the consent forms to the potential participants. Additional information will be presented in Chapter 3 concerning all of these matters.

Conceptual/Theoretical Framework

Transformational Leadership theory

Decades of research have focused on the theory of transformational leadership (Bass, 1999; Yukl, 2010). The theory of transformational leadership is applied in this research as it relates to the Indian manager – Indian follower relationship.

Transformational leadership was first developed by Burns (1978) where the author described transformational leadership as the leader influencing the follower, meeting organizational objectives but doing so in consideration of the follower needs and in an ethical manner.

In reviewing the literature concerning transformational leadership theory, Bass' research is cited the most than any other researcher, and had the most influence on the theory (Givens, 2008). Bass' theoretical framework will be used throughout this study. Avolio and Bass (2004) will be used as a model in the quantitative methods approach involving transformational leadership.

Bass (1985) focused on the transformational leadership theory and developed four dimensions as part of it. Those dimensions include the following: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Idealized Influence is characterized by a transformational leader who has charisma and can influence his or her followers toward realizing the vision and achieving successful organizational outcomes. Inspirational Motivation is present when a transformational leader inspires the followers who in turn will strive for the overall good of the organization and not merely the good of oneself. Intellectual Stimulation occurs when a transformational leader empowers the followers by giving them a voice in the working environment. Finally, Individualized Consideration takes place when the

transformational leader firmly believes in his or her followers as unique individuals and attends to each of the followers' individual interests. Bass (1999) indicated that a transformational leader does not necessarily have to be strong in all four dimensions.

Bass and Stogdill (2008) indicated that charismatic leadership was at one time an important component of the Individualized Influence dimension. Researchers, including Avolio and Bass (2004), began to deemphasize charismatic leadership because it placed so much focus on personality traits. For example, Hitler and Mussolini were charismatic leaders but also were responsible for World War II (Bass & Stogdill, 2008). Hence, the researcher chose to focus on the dimensions of Idealized Influence (Attributes) and Idealized Influence (Behaviors) and less on charismatic leadership.

Transactional Leadership Theory

A key component of this study is the assessment known as the Multifactor Leadership Questionnaire (MLQ). The MLQ builds on our theoretical understanding of transformational leadership and adds another perspective, that of transactional leadership. The study takes into consideration the theory of transactional leadership. Transactional leadership is defined as a benefits exchange between the leader and the follower (Yukl, 2010). The leader discovers the individuals' capabilities and establishes compensation and rewards in anticipation of the completion of the tasks (Avolio & Bass, 2004).

According to this theory, the leader appeases to the follower's self interests in hopes of obtaining some benefit in return (Yukl, 2010). This is known as the Contingent Reward dimension of transactional leadership (Avolio & Bass, 2004). Besides the Contingent Reward dimension of transactional leadership, two other

dimensions are important to the theory. The Management-by-Exception (Action) (MBEA) dimension is one in which the leader looks for mistakes and actively tries to enforce rules to avoid mistakes (Avolio & Bass, 2004). The leader is closely monitoring the follower. The last dimension is the Management-by-Exception (Passive) (MBEP) and Laissez-Faire Passive Avoidant where the leader takes no corrective action in dealing with performance issues and relinquishes responsibilities and avoids making decisions (Bass, 1990; Yukl, 2010).

Defining Global leadership

Transformational leadership is viewed as a leadership theory crossing diverse cultures (Bass & Stogdill, 2008). It is also an integral part of the global leadership field (Dunn et al., 2012).

Dunn et al. (2012) and Mendenhall et al. (2013) emphasized the importance of how global leadership has been developing from a variety of previous leadership theories including transformational leadership. This study takes into consideration the relationship between transformational leadership and the relatively new field of global leadership illustrated by Dunn et al., (2012) in the Global Leadership Model (see Figure 2.3).

Global leadership is about leaders understanding and internalizing the differences of their culture with that of others so as to effectively communicate and provide direction in accomplishing a common goal. Because there are many different societies throughout the world, a manager working with or in different countries from his or her own must be able to understand and adapt to different cultural environments to be an effective global leader.

The GLOBE project (House et al., 2004), conducted by several researchers over a span of ten years, helped to clarify the differences of cultures across the globe. The project established nine cultural dimensions and ranked 62 societal cultures into clusters in each dimension. The nine dimensions from the GLOBE project include: performance orientation, assertiveness, future orientation, humane orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance and uncertainty avoidance (House, et al., 2004).

Performance Orientation is found in cultures where there is an emphasis on rewards for performance. Being confrontational and aggressive is considered the dimension of Assertiveness. Future Orientation is defined as the degree of investing in the future. Humane Orientation is defined as generous caring and being kind to others.

Institutional Collectivism is the collective action of how countries distribute goods and resources to society. In-Group Collectivism is the degree of taking pride, loyalty, and cohesiveness to the organization. Gender Egalitarianism is the degree of minimizing gender inequality. Power Distance is considered the degree of distributing power equally. Finally, the dimension of Uncertainty Avoidance is defined as relying on social norms, rules and procedures to alleviate unpredictability of future events. The rankings within each dimension of the 62 societal cultures were set as high, middle and low clusters using a range of the mean scores (House et al., 2004).

Knowing and understanding how different cultures rank in these dimensions, can help the manager who is crossing cultural boundaries to be a global leader.

Global leadership, a field in its infancy, is complex and continuing to evolve. For the purposes of this paper, the researcher considers the definition of global leadership as: a construct of complexity in dealing with the business of crossing national boundaries,

having insight for cross cultural matters, and being able to have a vision of achieving success in the globalization of markets.

Limitations and Scope of Research

Creswell (2008, p. 207) defines limitations to research as “potential weaknesses or problems with the study identified by the researcher.” The following items are potential limitations of the study (Creswell, 2008; Marczyk et al., 2005).

1. Errors in measurement – it is important to ensure that the two survey instruments and statistical tests are valid and reliable for the study.
2. Access to people and site – the researcher has a gatekeeper who is an Indian official for a large IT consulting firm. The researcher will be working with him on the sample and potential site(s) in the U.S. and/or India. Until the people and sample size site(s) are selected and confirmed, this stage is an open action step.
3. Small sample size – the Indian company has been confirmed, now it is important to guard against a small sample size. Creswell (2008) recommends a sample size of at least 80 participants for a viable quantitative methods study.
4. Bias – another critical issue in research is that of experimenter bias (Marczyk et al., 2005). The researcher must not have any expectation of the study. Hence, the researcher must be aware of any manipulation of the research to support the study’s theoretical orientation or theoretical paradigm (Marczyk et al., 2005).
5. India is a complex nation made up of diverse religions, languages, regions, and caste systems (Bass & Stogdill, 2008; Guhu, 2007). The researcher realizes that this cultural heterogeneity is a limitation because these variables will not

be part of the study. Indian leaders and Indian followers of a global IT consulting firm of India will be the focus of the study regardless of their religion or language for example.

Assumptions

This research will be conducted under the following assumptions.

1. The instruments used to assess transformational leadership and employee job satisfaction will provide reliable and valid results.
2. The respondents will freely participate and honestly answer the survey questions.
3. It is desirable that there will be a high participation rate within the sample.

Definition of Terms

Transformational leadership – A leader influencing the followers, meeting organizational objectives but doing so in consideration of the follower and in an ethical manner (Burns, 1978).

Transformational leadership dimensions – Idealized Influence (Attributes) – a leader who has the ability to instill pride, respect, a display of power and confidence in the followers. Idealized Influence (Behaviors) – the leader's personal values, beliefs, sense of purpose, ethics, and a sense of mission. Inspirational motivation – the leader behaves in ways that provides meaning and challenges to the followers and articulates a compelling vision. Intellectual Stimulation – the leader stimulates followers' effort to be innovative and creative and engaged in the problem solving process.

Individualized Consideration – the leader pays special attention to each follower's needs for achievement and growth. The dimensions are based on the research of Avolio and Bass (2004).

Transactional leadership – describes the exchange relationship between the leader and follower aimed at satisfying the leader’s own self-interests (Burns, 1978).

Transactional leadership dimensions – Contingent Reward – the leader-follower exchange where the leader clarifies expectations and offers recognition when goals are achieved. Management-by-Exception: Active – the leader takes action plans on follower performance issues. Management-by-Exception and Laissez-Faire: Passive/Avoidant - The leader does not respond to situations and problems systematically, and avoids in making decisions. The dimensions are based on the research of Avolio and Bass (2004).

Indian manager – An official within a business who resides in India with responsibilities for employees or followers. He or she performs planning, coordinating, or staffing duties (Bennis, 2003). The manager may also work outside of India for a company’s global operations. In general, the manager has authority over his or her employees (Bass & Stogdill, 2008).

Indian follower – The employee, also known as the follower, who is of Indian origin and who either works for an Indian company within India or a global operation of that company. The follower in either case takes direction from a manager and is considered a subordinate to that manager (Bass & Stogdill, 2008).

Indian culture – “shared motives, values, beliefs, identities, and interpretations or meanings” (House et al., 2004, p. 184). In this context, it is the Indian culture that will be studied.

Job satisfaction – How people feel about different aspects of their jobs. This includes pay and remuneration, promotion opportunities, immediate supervisor, monetary and nonmonetary fringe benefits, appreciation, recognition, and rewards for

good work, operating policies and procedures, people you work with, job tasks themselves, and communication within the organization (Spector, 1997).

Summary

The focus of the study is on the relationship between Indian transformational leadership and the job satisfaction of Indian followers. The conceptual and theoretical framework centers on the theory of transformational leadership. The researcher uses the Bass (1985) model as the study's foundation. The model includes four dimensions of transformational leadership (Bass, 1985). The dimensions are:

Idealized Influence (Attributes/Behaviors), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The dimensions focus is on the transformational leader – follower relationship as it relates to achieving the vision and organizational outcomes, the leader's inspiration on the follower, follower empowerment, and the leader's belief in people.

The three research resources of Cappelli et al. (2010), Gill et al. (2011), and Korrapati and Rapaka (2009) have contributed to the study on Indian transformational leadership and lessons on how to practice it, the impact on employee turnover in India's restaurant industry, and intellectual stimulation of Indian IT employees. While transformational leadership has been investigated in India, there is less research which explores the Indian transformational leadership and Indian follower relationship from the follower's perspective. The researcher has not come across research which measures the relationship, if any, between Indian transformational leadership and job satisfaction of the Indian follower.

Since transformational leadership is a key component of global leadership (Dunn et al., 2012), the study can be considered in the global context. The Global Leadership

Model (GLM) will be referred to in the study as a means to integrate transformational leadership and global leadership (Figure 2.3).

The GLM recognizes transformational leadership as an important leadership theory and transformation is one of its dimensions (Dunn et al., 2012). The model validates that transformational leadership crosses cultural boundaries and is part of the global leadership context (Dunn et al., 2012). Mendenhall et al. (2013) also recognizes the role of transformational leadership in the global leadership context. The authors examine the role of traditional leadership theories like transformational leadership and recognize them as important to the global field of study.

Chapter 2: Review of the Literature

The purpose of this literature review is to examine literature applicable to the variables of the study and to present key research related to the research topic.

The contents of the literature review include: An overview into the inception of the leadership field; a review of earlier leadership theories which have added to the knowledge base on leadership; insight into transactional and transformational leadership theories which are the focus of this study; a review of research concerning job satisfaction – which is a focus in the study; and the topic of global leadership is reviewed at the conclusion. The literature review will also include three resources on Indian transformational leadership and how they have influenced the study. Table 2.1 is a summary of the leadership theories covered in this paper.

Overview and Earlier Leadership Theories

The first recorded leadership theory was the “great man” theory as developed by James in 1880 (Dunn et al., 2012). According to this theory, individual leaders were viewed by the public as heroes with unique abilities. The trait theory followed (Kohs & Irler, 1920) as cited in Bass and Stogdill (2008). The theory focused on leadership personality and character and is a theory studied today.

In the 1950s, researchers developed the behavior theory (Yukl, 2010). A great deal of today’s leadership theories are attributed to this important decade. An important study of the mid-1950s was conducted at Ohio State University. Researchers there defined leadership behaviors as initiating structure (control of process) or consideration (emotional concern for subordinates) (Yukl, 2010). A key finding of this survey research was that it consistently showed a positive relationship between consideration and subordinate satisfaction (Yukl, 2010).

The University of Michigan study of the 1950s is another important leadership study. In conducting a series of field studies with a variety of leaders, the researchers grouped ineffective managers as task-oriented and effective managers as relation-oriented or demonstrating participative leadership (Yukl, 2010). Both studies are crucial to the foundation of leadership theory (Dunn et al., 2012).

Dunn et al. (2012) and Yukl (2010) note that the situational contingency theory added to the knowledge base of leadership theory in the 1960s and 1970s. Fiedler (1964, 1967) developed this theory and found that situations dictated and guided the most effective leadership style. The problem is that there has always been a need for further research in this area since situational structural changes are taking place in an ongoing manner (Osborn et al., 2002).

Burns (1978) and Bass (1985) have been the two foremost researchers in the leadership field who brought the field back to a prominent place (Givens, 2008; Grieman, 2009; Yukl, 2010). Burns (1978) opened the doors for further research in transformational leadership and transactional leadership. The author describes transformational leadership as relational and sharing in a vision with followers. Transactional leadership has been described by Burns (1978) as more task-oriented and not as effective as transformational leadership. While the author stressed the importance of transformational leadership in a democratic society, Bass (1985) developed a multidimensional theory of transformational leadership and transactional leadership (Figure 2.1, Figure 2.2.). Bryman (1992) called the Burns and Bass studies the new leadership.

Avolio and Bass (2004) revised the dimensions of transformational leadership; incorporating two other variables into Idealized Influence. The variables are Idealized

Influence (Attributes) and Idealized Influence (Behaviors). Idealized Influence (Attributes) is a transformational leader who is charismatic, confident, ethical, idealistic, and honest worthy (Avolio & Bass, 2004). Idealized Influence (Behaviors) is leadership behavior that results in followers identifying with and wanting to emulate the leader (Avolio & Bass, 2004). Empirical studies showed that this dimension required additional variables to achieve better reliability in the research (Avolio & Bass, 2004).

This is important literature as the researcher's measurements will include the revised Idealized Influence dimension and the three other dimensions of Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Bass & Stogdill, 2008; Figure 2.1).

Figure 2.1. Transformational Leadership Dimensions (*Bass & Stogdill, 2008*)

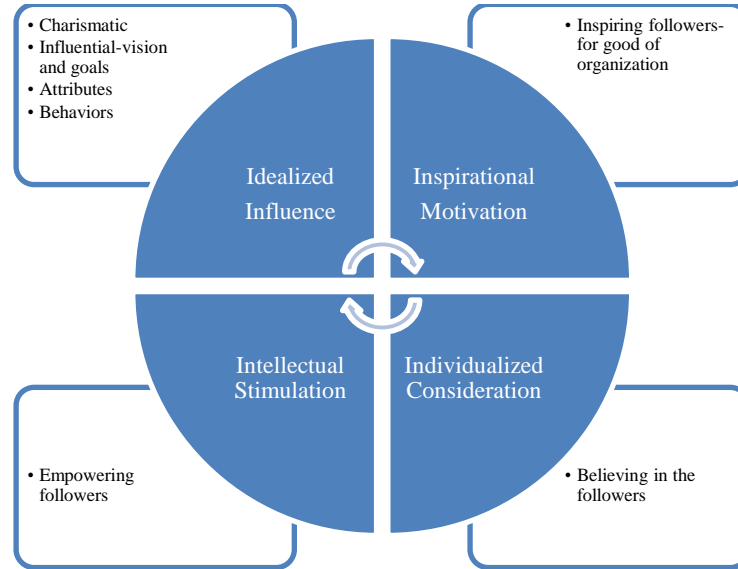


Figure 2.2. Characteristics of Transactional Leaders (Bass, 1990)

Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

Management- by-Exception (Active): Watches and searches for deviations from rules and standards, takes corrective action.

Management- by-Exception (Passive): Intervenes only if standards are not met.

Laissez-Faire (Passive): Abdicates responsibilities, avoids making decisions.

Table 2.1. Summary of Literature Review: Leadership Theories

Theory	Traits	Behaviors	Situational	Transactional	Transformational	Global	Job Satisfaction	Indian Transformational Leadership
James (1880)	x							
Kohs & Irler (1920)	x							
Ohio State (1950s)		X						
Michigan (1950s)		X						
Fiedler (1964)			X					
Burns (1978)				X	X			
Bass (1985)				X	X			
Spector (1997)							x	
Herzberg (2003)							x	
Bueno & Tubbs (2004)					X	X		
Givens (2008)					X			
Korrapati & Rapaka (2009)								x
Cappelli et al. (2010)								x
Gill et al. (2011)								x
Dunn et al. (2012)					X	X		
Mendenhall et al. (2013)					X	X		
Mustafa & Lines (2014)							x	

Indian Transformational Leadership

India has a long and rich history – one of the most significant was the movement of Home Rule over the British in the 1940s (Guhu, 2007). A number of influential leaders surfaced at this time such as Mahatma Gandhi, Jawaharlal Nehru, and Vallabhbhai Patel. These leaders helped shape the course of the Indian nation, and set the stage for future leaders of India (Guhu, 2007). It is not surprising that Indian leaders have been driven by entrepreneurial interests in the new global economy (Friedman, 2007). Family owned businesses have flourished the last several decades in industries as auto, steel, banking, and information technology (Cappelli et al., 2010). India today plays a major role in the global economy. As will be examined below, Indian transformational leadership has played a role as well.

Three research resources on this topic will be explored: Cappelli et al. (2010), Gill et al. (2011), and Korrapati and Rapaka (2009). The research provides insight into Indian transformational leadership and is a major influence on the researcher's study.

Cappelli et al. (2010) studied 105 executives from 98 top Indian companies to determine how the best Indian companies drive performance and what type of leadership is used. Major companies included: Infosys, Reliance Industries, Tata, Mahindra & Mahindra, and Aventis Pharma. Both qualitative and quantitative methods were used in the study. The Multifactor Leadership Questionnaire (MLQ) had been the instrument used in the quantitative approach to determine leadership constructs.

The findings of the Cappelli et al. (2010) study showed how Indian leaders ranked four key factors in the following order: 1) Chief input for business strategy including human capital planning; 2) Keeper of organizational culture; 3) Guide, teacher, or role

model for employees; 4) Representative of owner and investor interests. On the other hand, the authors found that major priorities for U.S. leaders in the following order included: 1) Representative of owner and investor interests, and 2) Concern over regulatory matters. A high probability exists that the Indian leaders are transformational leaders with the U.S. leaders being transactional leaders (Bass, 1985; Burns, 1978).

Two statistics stand out in the study. The first is that 81% of HR executives within Indian companies reported that training and employee development were essential to the success of the organization (Cappelli et al., 2010). Compared to the U.S. chief learning officers, only 4% held that view with their own companies. Statistics such as this and the fact that more Indian leaders have learned to be transformational leaders due to their experiences in dealing with issues as obstructionist bureaucracies, difficult education and healthcare systems, and poverty levels (Cappelli et al., 2010). The authors conclude that continual research of Indian leaders is needed due to the continual expansion of India's economy and lessons for Western countries to learn. One of the goals of this researcher is to meet this challenge.

Gill et al. (2011) is the second major research which influenced the researcher. The authors set out to determine if there was a relationship of empowerment and transformational leadership with employees' intentions to quit in the restaurant industry. The focus of the study was restaurant workers in the Punjab area of India. There were 185 participants surveyed using two instruments. The instruments included one to measure transformational leadership developed by Dubinsky et al. (1995) and empowerment developed by Hartline and Ferrel (1996). It was determined that a positive correlation existed between empowerment and transformational

leadership with employees' intentions not to quit. The researchers also determined that where empowerment was prevalent the restaurant workers self-esteem improved and there was a lower power distance (Hofstede, 1984) between the worker and the leader. This is an important finding since high power distance (Hofstede, 1984) is a big part of the Indian culture where upper level castes do not participate with lower level castes (Gill et al., 2011).

In the final analysis, Gill et al. (2011, p. 4) made the following important recommendations concerning employee turnover in the restaurant industry in Punjab, India: 1) Explain to employees what empowerment is and how it could have an impact personally. 2) Change their behavior to create an empowered work environment. 3) Select right employees who possess initiative and get along with people for empowerment. 4) Train employees to make good decisions and work closely with others. 5) Communicate expectations clearly. 6) Align reward and recognition programs. 7) Have patience and expect problems such as wrong decisions made by empowered employees. With employee turnover an issue in India, it is a goal of the researcher to determine if the study can have an influence on the turnover issue.

The third influential research is Korrapati and Rapaka (2009). The authors investigated the lack of research concerning leadership styles in the IT industry of offshore centers in India. Bass' (1985) leadership models of transformational leadership and transactional leadership were used in the study. It should be emphasized that India has some of the largest IT companies in the world (Friedman, 2007).

Korrapati and Rapaka (2009), after surveying 160 software employees with the Multifactor Leadership Questionnaire (MLQ) instrument, found that higher number of

projects were successful where project managers practiced transformational leadership. Such transformational leadership values as motivation, inspiration, and stimulation of software employees were practiced by the project managers (Bass, 1985).

The authors concluded by stressing a need for further research on leadership within the IT industry of India. To date, there has not been that much conducted by researchers. Some of their recommendations included (p. 58): 1) Conduct a study in India's Best Place to Work (BPW) and other organizations within the technology sector. 2) Design a qualitative study of interviews with managers of offshore data centers and their employees to measure the criteria of the project manager's success. 3) Conduct a quantitative study of relationships between the IT project manager's leadership and various project Software Development Life Cycle (SDLC) stages –i.e., requirements, specifications, technical design, and performance testing to name a few variables. The researcher's goal is to provide further research in this area since the proposed study will involve an Indian IT company which has global operations.

The three research resources have contributed to many of the researcher's ideas for this study. It has been determined that transformational leaders impact an organization and its followers; empowerment is an important construct in reducing employee turnover; with the economic growth in India, leadership is a viable topic to research today and in the future.

Global Leadership and Transformational Leadership

The focus of this study is on Indian transformational leadership and the job satisfaction of Indian followers. Transformational leadership is viewed as cutting across most cultures (Bass & Stogdill, 2008). Transformational leadership has played

an integral part of the global leadership field (Dunn et al., 2012; Mendenhall et al., 2013). Dunn et al. (2012) and Mendenhall et al. (2013) are two recent studies which analyzed how global leadership continues to develop from previous leadership theories. Bueno and Tubbs (2004) is a third study which explores global leadership competencies where transformation is a key variable. The following is an overview of these three studies which have contributed to the global – transformational leadership field.

Dunn et al. (2012) Global Leadership Model (GLM) (Figure 2.3) integrates transformational leadership. The model is useful to this researcher due to the global leadership – transformational leadership integration as well as the authors' analysis of where global leadership might be in the future.

Key dimensions of the GLM are: transpersonal, conscious, transformational, transactional, and intellectual (Dunn et al., 2012). The authors described them as follows: Transpersonal is a dimension in which the leader has a sense of purpose goals and desires, but not egotistically. Conscious is a dimension in which the leader promotes self-assessment of his or her strengths and limitations. Transformational is a dimension which supports leadership relationships and key stakeholders including employees. Transactional is a dimension of supporting leadership success in meeting task objectives. Intellectual is a dimension, and sets the stage for the Global Competency Index (GCI), which includes the following factors:

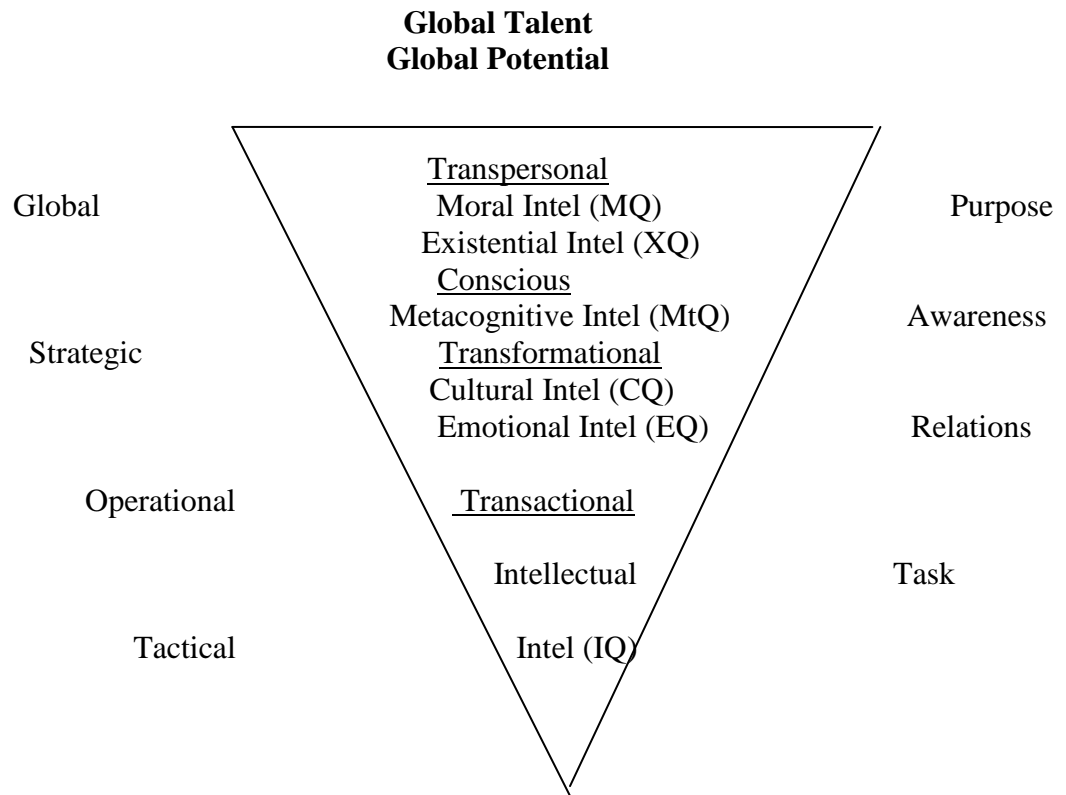
1. Intellectual intelligence – having a high IQ
2. Emotional intelligence – managing one's emotional state
3. Cultural intelligence – being able to deal with cross-cultural factors
4. Metacognitive intelligence – having the capacity to understand oneself

5. Existential intelligence – having a larger sense of purpose
6. Moral intelligence – having an appreciation for morality

The authors also emphasize that transpersonal and transformational dimensions focus on global and strategic initiatives respectively; whereas, the transactional dimension focuses on the operational and tactical initiatives.

The GLM has influenced the researcher's thoughts on leadership as being an important aspect of global and transformational leadership. The authors reviewed that successful global leaders will be transformational in their practice and style. Global leadership is also concerned with employee job satisfaction. Dunn et al. (2012) emphasize that global leadership is the ability to develop peak performance through the talents and potential of a diverse set of people. Research has shown that peak performance and outcomes can be better achieved through employee job satisfaction (Givens, 2008).

Figure 2.3. Global Leadership Model (GLM)



Dunn et al. (2012, p. 7)

Mendenhall et al. (2013) research shows that transformational leadership theory has played a big role in global leadership and international business. The authors noted that in the 1960s, there was only 6% of the U.S. economy exposed to international competition; whereas in the 1980s that number increased by over 70% and still on the rise (Evans et al., 2002).

By the 1990s, the global economy was a major force (Friedman, 2007).

Mendenhall et al. (2013) make a case that global leadership is vastly different than domestic leadership in the global economy. The global context is complex with global leaders needing to deal with a multiplicity of issues, needing to manage more complex systems, and dealing with ambiguity which includes cultural differences. While these differences exist, transformational leadership has been researched and found among domestic and global leaders alike (Bass & Stogdill, 2008).

Bueno and Tubbs (2004) is further research which included an examination of the variables of the Global Leadership Competencies (GLC) model developed by Chin et al. (2001). GLC variables include ignorance, awareness, understanding, appreciation, acceptance/internalization, and **transformation** as leaders mature as a result of their international experience (Bueno & Tubbs, 2004, p. 80). The authors tested this model by conducting a qualitative method approach interviewing 26 global leaders with strong international experience. The purpose of the study was to determine if these variables had an impact on the competency of being a global leader, or if other variables would surface.

The authors found that six additional variables related to global leadership competency were stressed by the participants of the study. The variables included: communication skills, motivation to learn , flexibility, open-mindedness, respect for

others, and sensitivity (Bueno & Tubbs, 2004). Bueno and Tubbs (2004) and Chin et al. (2001) are important studies which illustrate global leadership competencies which can include transformational leadership.

Because of the relevance of transformational leadership to the field of global leadership, it is necessary to examine how one can become a transformational leader. A literature review of leadership development will illustrate what should be considered in planning an effective leadership program for an organization. The leadership program must include the principles of global leadership of which transformational leadership is a significant part. Thus, the Global Leadership Model (GLM) Figure 2.3 of Dunn et al. (2012) serves as a starting point for leadership development emphasizing transformational leadership as part of the foundation of global leadership.

Global leaders who are strategic need to be transformational possessing the qualities of high cultural intelligence and emotional intelligence (Dunn et al. 2012). These qualities are vital for leaders in the global arena to understand their environment and the differences between cultures. This awareness enables global leaders to adapt to the needs of the followers from different cultures stimulating them to be creative and innovative in solving problems and meeting a company's goals and objectives (Dunn et al. 2012).

Goleman (1995) found that understanding and accepting one's own strengths and weaknesses is a part of emotional intelligence. Knowing one's strengths and weaknesses is the first step a leader can take to maintain and improve upon them. The Emotional Intelligence (EQ) Test (Goleman, 1995) would be useful in a leadership development program as a self analysis for the manager to learn how he/she

responds emotionally in different situations. A manager's self awareness of how his/her emotions may be affecting behaviors could be used to teach new strategies to change negative behaviors by controlling emotions.

A review of the literature found other instruments to help leaders understand their strengths and weaknesses as global leaders. These instruments include the Global Competencies Inventory (GCI) found in Mendenhall et al., 2013 and the Global Mindset Inventory (GMI) (Thunderbird School of Global Management, 2010 – Mendenhall et al., 2013).

Additionally, an important aspect of being a global leader is understanding the differences within cultures and how one handles himself/herself working with cultures that are different from his/her own. The Cross-cultural Adaptability Inventory (CCAI) (Mendenhall, 2013) is useful in evaluating a leader's flexibility and emotional resilience dealing with other cultures.

Understanding various cultures is critical to global leadership development. Training in the nine dimensions from the GLOBE project including: performance orientation, assertiveness, future orientation, humane orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance and uncertainty avoidance (House, et al., 2004) would be included in the program. Explaining how different cultures compare to the Indian culture using the ranking of these dimensions from the GLOBE study would be a part of the program.

Another important aspect of leadership development, which is part of this literature review, is Human Capital Management (HCM). Transformational leadership and global leadership are both concerned about investing in people or human capital management (Bass & Stogdill, 2008; Mendenhall, 2013). HCM includes human

capital planning which is human resources development and staffing (Bennis, 2003), a key element of any leadership development program. But, HCM is much more than just human capital planning. It is a strategy that supports the philosophy of an organization's leadership and people working toward achieving organizational performance (Bassi & McMurrer, 2007).

The model developed by Bassi and McMurrer (2007, p. 3) is useful in describing key HCM drivers and practices. There are five HCM drivers: leadership practices, employee engagement, knowledge accessibility, workforce optimization, and learning capacity. These HCM drivers help an organization and its leadership to understand the strengths and limitations of the leadership and staffing .

Global strategic management plays a key role in leadership development from a transformational leadership and global leadership standpoint (Dunn et al., 2012). The model developed by Ungson and Wong (2008, p. 31) captures the essence of global strategy. Managers are to be reminded that transformational leaders can be global leaders and global leaders can be transformational leaders (Bass & Stogdill, 2008). As leaders, managers must be able to formulate strategy to be successful in the global economy (Porter, 2008).

The make-up of global strategic management includes a review of external/internal analysis, strategic choice and positioning, leveraging competitive advantage, implementing the strategic plan, and integration (Ungson & Wong, 2008). These factors help the leader in the analysis of the overall business, where the business stands concerning competitive advantage, and if the leaders of the organization have a global mindset.

Job Satisfaction Construct

Job satisfaction has been widely researched over the last several decades (Givens, 2008; Spector, 2011). Along with Indian transformational leadership, it is a key construct concerning this study. Four studies will be reviewed which have influenced the study on job satisfaction. They are: Herzberg (2003), Givens (2008), Mustafa and Lines (2014), and Spector (1997).

Herzberg's (2003) research on the intrinsic and extrinsic or hygiene factors of employee job satisfaction has been important research (Bass & Stogdill, 2008). The author's theme has been the same in the 21st century as it was in the 1950s and 1960s. That is, the things that make people satisfied and motivated on the job are different from the things that make them dissatisfied (Herzberg, 2003). Through samples of thousands of employees in various job classifications over the last five decades, Herzberg (2003) found that the extrinsic motivators, such as compensation and fringe benefits, while important, are not important as the job itself.

Some of the principles Herzberg (2003) developed were based on so-called job enrichment programs which if administered correctly impact employee job satisfaction. Jobs which empower the employee and offer the employee responsibilities for growth have provided employees with the highest of job satisfaction (Herzberg, 2003). Herzberg (2003) concludes that not all jobs need to be enriched but if a firm is looking to motivate and get productivity out of the employee, then job enrichment has always been a viable option. The author's principles will be kept in mind during the course of this study.

Givens (2008) research and extensive literature review on transformational leadership and the impact on organizational and personal outcomes are worthwhile when analyzing transformational leadership and job satisfaction. While the study includes transformational leadership impact on organizational outcomes, the researcher's interest is in the author's findings regarding transformational leadership and personal outcomes. One of the variables which are part of personal outcomes is job satisfaction. Givens (2008) cited a number of research studies which showed that transformational leadership has a high influence on employees' job satisfaction (Griffin & Bateman, 1986; Steers & Rhodes, 1978). Givens (2008) also suggested that transformational leadership could influence employee job satisfaction where the leader impacts a sense of mission and intellectual stimulation.

The Givens (2008) research is important to this literature review because of what he found in the relationship between transformational leadership and overall job satisfaction. That is, transformational leadership will have a positive impact on job satisfaction. The question for this study is will there be a relationship between Indian transformational leadership and the job satisfaction of Indian followers?

The recent research of Mustafa and Lines (2014) made several interesting conclusions concerning the influence of leadership styles on job satisfaction. The research questions centered on what kind of influence, if any, did followers with a masculine value orientation or feminine value orientation have on their job satisfaction? The study was conducted in Pakistan with a random sample of 120 participants. The authors indicated that masculine value orientation is focused on personal recognition, rewards and advancements. Feminine value orientation is focused on the quality of life and employee well-being.

The results of the study (Mustafa & Lines, 2014) showed that 1) employee masculine orientation is not important in the relationship between structural leadership which emphasizes efficiency and job satisfaction; and 2) individuals with feminine tendencies did not report higher job satisfaction when exposed to human resource leadership or leadership which stresses openness and empowerment. 3) participants with masculinity value reported higher job satisfaction when they perceived their managers used political leadership which is leadership that builds networking and coalitions. As for femininity, there was no influence on higher job satisfaction based on political leadership.

While the study involves only one cultural context (Pakistan), it offers a valuable model into various leadership styles and employee job satisfaction. One that the researcher can keep in mind in the proposed study. It differs, however, because the study focuses on the relationship question of Indian transformational leadership and the job satisfaction of Indian followers.

Spector (1997) is included in the literature review because of his influence on job satisfaction research and the job satisfaction instrument he developed in 1985, which this researcher will use in the study. Spector (1997) research centered on determining the relationships and the significance level of the variables. The variables that he tested as part of his instrument (Job Satisfaction Survey or JSS) include: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and commitments.

The author found that the strongest relationships of the JSS faucets or variables were with intention to quit the job, commitment to the organization, perceived job characteristics, and perceptions of the supervisor. The initial study involved the

human service, public, and nonprofit sectors (Spector, 1985). Later studies took place in the private sector (Spector, 1997, 2011).

Conclusion

The literature review examined and gave an overview on earlier leadership theories. Burns (1978) and Bass (1985) have been notable researchers in the field of leadership and establishing the principles surrounding transformational leadership and transactional leadership. The dimensions of these two principles will play an important role of the study. Transformational leadership dimensions include Idealized Influence (Attributes), Idealized Influence (Behaviors), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Bass & Stogdill, 2008). Transactional leadership dimensions include contingent reward, management by exception (active), management by exception (passive), and laissez-faire (Bass, 1990; Yukl, 2010).

Three studies concerning Indian transformational leadership have been explored and used for this study. Cappelli et al. (2010) found a number of participants in the study as transformational leaders where those leaders focused on human capital planning and employee development. Gill et al. (2011) found that there is a relationship of empowerment and transformational leadership with employees' intentions to quit decreasing when those variables are present in the environment. Finally, Korrapati and Rapaka (2009) found that the higher number of IT projects were successful when project managers practiced transformational leadership. All three of the studies have influenced the researcher. It is important to note, however, that none of them investigated the relationship of Indian transformational leadership and the job satisfaction of followers.

From a global leadership context, transformational leadership has been part of its foundation. Transformational leadership is included in Dunn et al. (2012) Global Leadership Model (GLM, Figure 2.3). Hence, the authors' model promotes the idea that a transformational leader can be a global leader and a global leader can be a transformational leader.

Job satisfaction is an important construct for this study. The literature review examined key job satisfaction principles including Herzberg's (2003) job enrichment theory, Givens (2008) extensive literature review concerning the transformational leadership impact on employee job satisfaction throughout many organizations, and Mustafa and Lines (2014) study concerning the influence of leadership styles on job satisfaction. The research on the development of Spector's (1997) job satisfaction survey (JSS) instrument is a valuable piece in the literature review. It is the intention of this study to add to the knowledge base of transformational leadership and job satisfaction.

Chapter 3: Method of Research

This quantitative study proposes to examine on whether a relationship exists between the variables of Indian transformational leadership and Indian followers' job satisfaction. To measure Indian transformational leadership, the researcher will be using the Multifactor Leadership Questionnaire (MLQ 5X) (Avolio & Bass, 2004). The MLQ 5X has been used extensively to measure transformational leadership and followers' perceptions of transformational leaders (Bass & Avolio, 1989; Darvish & Pour, 2013; Givens, 2008; Medley & Larochelle, 2003). The researcher has noted that no such research has been found concerning the relationship of Indian transformational leadership and the job satisfaction of Indian followers.

The MLQ 5X has been evaluated as both reliable and valid over the last several decades (Bass & Stogdill, 2008; Givens, 2008; Medley & Larochelle, 2003). The MLQ was revised by Avolio and Bass (2004) and is now known as the MLQ 5X. In addition to measuring transformational leadership, the survey instrument also measures transactional leadership behaviors and the perceptions of the follower related to his or her leader (Avolio & Bass, 2004). The MLQ 5X is a 45-item survey with a Likert-type scale. Both the leader and follower can be a rater. The leader can rate himself or herself. The follower can rate his or her leader.

The MLQ 5X is the only instrument which measures a full range of leadership – i.e., transformational leadership and transactional leadership (Avolio & Bass, 2004). The researcher received permission from Mind Garden (2015), the licensing agent, to use the MLQ 5X. Mind Garden (2015) was also used in the data collection process reviewed in Chapter 4.

As for other instruments which measures transformational leadership, there was only one other the researcher investigated. Gill et al. (2011, p. 3) reviewed in Chapter 2, used an instrument developed by Dubinsky et al. (1995) to measure transformational leadership in the study. The authors had to re-test the instrument and calculate a Cronbach alpha for construct validity and reliability (Gill et al., 2011). For these reasons, the MLQ 5X was selected over this instrument, and given its record, the researcher has been confident in this decision.

Job satisfaction is an important construct in this research. In the researcher's investigation, Spector's research has made an impact in the job satisfaction area. The author's Job Satisfaction Survey (JSS) has likewise been widely used by researchers (Watson et al., 2007). Spector (1985, 1997) found that the correlation of JSS scores with criteria of employee perceptions were consistent with findings of other job satisfaction studies between the human service sector and private sector.

Hence, the second instrument to be used is the Job Satisfaction Survey (JSS) (Spector, 1985, 1997). The JSS has been tested for its reliability and validity, and is recognized as an important instrument to measure job satisfaction (van Saane et al., 2003; Watson et al., 2007). The JSS is a 36-item, nine facet scale to assess employee attitudes about the job and aspects of the job (Spector, 1997). The nine facets are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. A rating scale of six choices per item is used ranging from "disagree very much" to "agree very much" (Spector, 1997).

In the researcher's investigation of various job satisfaction surveys, which included the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ), the JSS is one of the most reliable and valid job satisfaction instruments (Martins &

Proenca, 2012; van Saane, et al., 2003; Watson et al., 2007). The nine facets also provide depth to the job satisfaction construct (Spector, 1997, 2011).

Besides further analysis of the instruments, this chapter includes information about the proposed research design and variables, research questions, participants, data collection, and data analysis.

Research Design

The current investigation will use a quantitative, exploratory design to determine if there is a relationship between Indian transformational leaders and the job satisfaction of Indian followers. A large Indian global IT company headquartered in Hyderabad, India has offices in Indianapolis, Indiana and East Moline, Illinois. The company has 3,000 employees and 150 managers around the globe (Eda, 2015). The population and sampling process will be reviewed later in this paper.

Constructs of transformational leadership and transactional leadership will be measured using the MLQ 5X survey instrument which allows the objective measurements of the following variables noted below and summarized in Table 3.1. Along with using a 5-point Likert type scale, scoring the MLQ 5X will be done in accordance with the guidelines set forth by Avolio and Bass (2004). Since the researcher will be conducting a correlative analysis, there are no independent and dependent variables – only operational variables.

The MLQ 5X survey instrument will be a Likert scale of 0-4. The scale will include 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always (Avolio & Bass, 2004). The Likert scale has been developed to determine the opinion or attitude of a participant and contains a number of declarative statements with a scale after each statement (Creswell, 2008). One of the

limitations of the Likert scale is that at times participants may be forced to make a selection which they have no interest. Thus, they end up leaving some of the questions blank. This is called a forced version (Burns & Grove, 1993). If a participant leaves a number of blanks, the data may be useless.

Another limitation is for researchers to determine when to use a Likert scale. For ordinal research, the researcher cannot assume that intervals within the Likert scale are equal (Creswell, 2008). For interval research, to prevent errors, researchers need to develop multiple categories or choices in their scales (Creswell, 2008). Having an instrument like the MLQ 5X, the Likert scale has proven to be reliable. The data collected for this study will be interval since there is a rating scale of 0-4.

Figure 3.1. MLQ 5X Likert Scale

Not at all Once in awhile Sometimes Fairly often Frequently if not always
0 1 2 3 4

Transformational Leadership Variables

The MLQ 5X instrument measures transformational leadership. The following are the five dimensions of transformational leadership.

Idealized Influence (Attributes) – In this study, the definition of Idealized Influence Attributes is the ability of the leader to instill pride, respect, a display of power and confidence in the followers (Avolio & Bass, 2004).

Idealized Influence (Behaviors) – In this study, the definition of Idealized Influence (Behaviors) is the leader's personal values, beliefs, sense of purpose, ethics, and a sense of mission (Avolio & Bass, 2004).

Inspirational Motivation – In this study, the definition of Inspirational Motivation is the leader behaves in ways that provides meaning and challenges to the followers and articulates a compelling vision (Avolio & Bass, 2004).

Intellectual Stimulation – In this study, the definition of Intellectual Stimulation is the leader stimulates followers' effort to be innovative and creative and engaged in the problem solving process (Avolio & Bass, 2004).

Individualized Consideration – In this study, the definition of Individualized Consideration is the leader paying special attention to each follower's needs for achievement and growth (Avolio & Bass, 2004).

Transactional Leadership Variables

The MLQ 5X instrument also measures transformational leadership. The following are the three dimensions of transactional leadership.

Contingent Rewards (CR) – In this study, the definition of contingent rewards is defined as the leader's assistance and encouragement to employees to ensure they remain accountable/responsible, meet goals, and meet or exceed leadership expectations (Avolio & Bass, 2004).

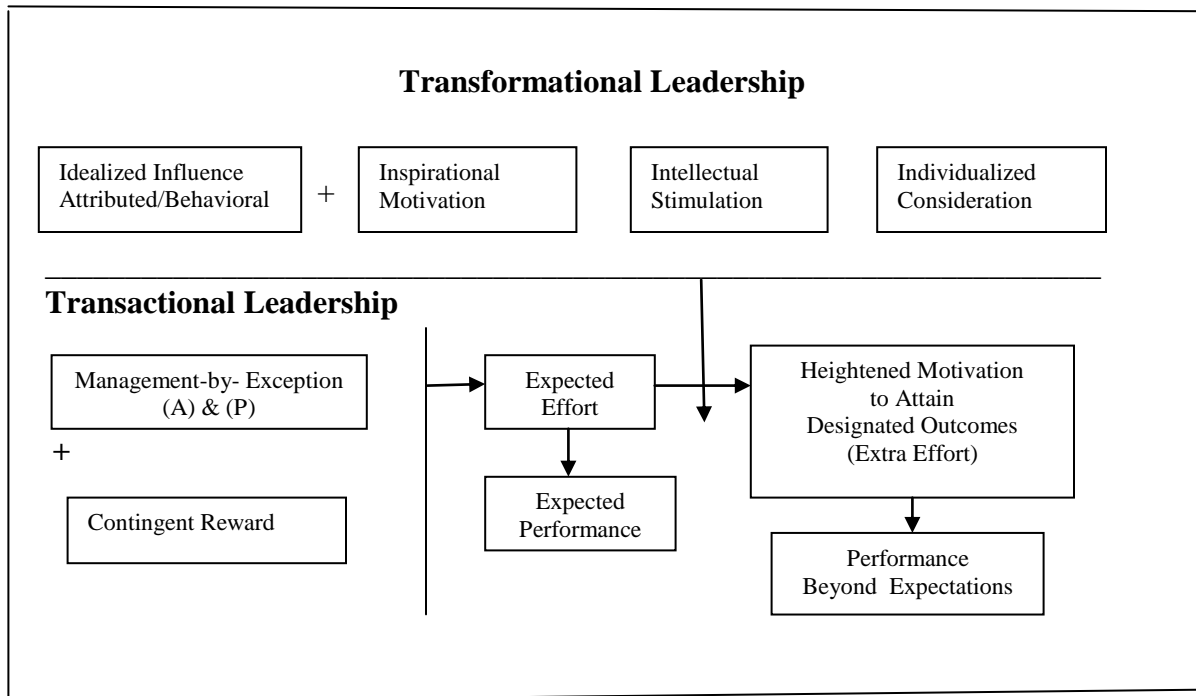
Management-by-Exception (Active) (MEBA) – In this research, the definition of management-by-exception (active) is the degree that the leader takes action plans on follower performance issues (Avolio & Bass, 2004).

Management-by-Exception (Passive) (MBEP) and Laissez-Faire (Passive/Avoidant Behavior) - In this study, the definition of management-by-exception and laissez-faire is the leader does not take any corrective action on follower issues and avoids getting involved when important issues arise (Avolio & Bass, 2004).

Figure 3.2 is a good model of transformational leadership and transactional leadership as developed by Avolio and Bass (2004). The five transformational leadership dimensions of Idealized Influence (Attributes), Idealized Influence (Behaviors), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration are listed in the model. The three transactional dimensions of Contingent Reward, Management-by-Exception (Active), and Management-by-Exception (Passive) are also included in the model. Laissez-Faire was part of the model at one time, however, Avolio and Bass (2004) has placed less emphasis on this dimension since it is about managers who do nothing in their role.

Transformational leaders and transactional leaders are working toward similar goals of expected effort and expected performance by the followers. However, transformational leaders will reach for another level to heightened motivation of the follower with the ultimate goal of follower performance beyond expectations. Research has shown that transformational leaders are more likely to reach this level than transactional leaders (Avolio & Bass, 2004; Bass & Stogdill; Givens, 2008).

Figure 3.2. Transformational Leadership and Transactional Leadership Model



Avolio & Bass (2004, p. 22)

Job Satisfaction

The study will use Spector's (1997) definition of job satisfaction. Job satisfaction is how people feel about different aspects of their job which include pay and remuneration, promotion opportunities, immediate supervisor, monetary and nonmonetary fringe benefits, appreciation, recognition, and rewards for good work, operating policies and procedures, people you work with, job tasks themselves, and communication within the organization (Spector, 1997). The nine facets make up the JSS which are derived from this definition of job satisfaction. It will be reviewed more in depth under the instrumentation section.

Research Questions

The central research question of the study is: What is the relationship between Indian transformational leaders and the job satisfaction of Indian followers? The following sub questions will be analyzed as well:

Research Question 1 (RQ1): To what degree are Indian managers assessed as transformational leaders according to the MLQ 5X (Avolio & Bass, 2004) from the perspective of the Indian follower?

Research Question (RQ2): According to the MLQ 5X, how are the dimensions of transformational leadership (Avolio & Bass, 2004) assessed for the managers by the followers' completing the instrument?

Research Question 3 (RQ3): What are the relationships between the dimensions of transformational leadership (Avolio & Bass, 2004) as measured by MLQ 5X and the job satisfaction of Indian followers as measured by the Job Satisfaction Survey (JSS) (Spector, 1997) (see Table 3.1 for an overview of the variables)?

In addition to the research questions, the null and alternative hypotheses developed for this study are as follows. The results of the study will determine the outcome of the hypotheses.

Hypothesis H01 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Attributes) and the job satisfaction of Indian followers.

Hypothesis HA1 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Attributes) and the job satisfaction of Indian followers.

Hypothesis H02 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Behaviors) and the job satisfaction of Indian followers.

Hypothesis HA2 (Alternate Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Behaviors) and the job satisfaction of Indian followers.

Hypothesis H03 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Inspirational Motivation and the job satisfaction of Indian followers.

Hypothesis HA3 (Alternate Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Inspirational Motivation and the job satisfaction of Indian followers.

Hypothesis H04 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Intellectual Stimulation and the job satisfaction of Indian followers.

Hypothesis HA4 (Alternate Hypothesis): There is a statistically significant relationship between the transformational dimension of Intellectual Stimulation and the job satisfaction of Indian followers.

Hypothesis H05 (Null Hypothesis): There is not a statistically significant relationship between the transformational dimension of Individualized Consideration and the job satisfaction of Indian followers.

Hypothesis HA5 (Alternate Hypothesis): There is a statistically significant relationship between the transformational dimension of Individualized Consideration and the job satisfaction of Indian followers.

Table 3.1.

Hypothesis	Variable	Classification	Statistics
H1	Idealized Influence (Attributes)	*Indian Manager	Pearson cor.
	Job Satisfaction	Indian Follower	Pearson cor.
H2	Idealized Influence (Behaviors)	Indian Manager	Pearson cor.
	Job Satisfaction	Indian Follower	Pearson cor.
H3	Inspirational Motivation	Indian Manager	Pearson cor.
	Job Satisfaction	Indian Follower	Pearson cor.
H4	Intellectual Stimulation	Indian Manager	Pearson cor.
	Job Satisfaction	Indian Follower	Pearson cor.
H5	Individualized Consideration	Indian Manager	Pearson cor.
	Job Satisfaction	Indian Follower	Pearson cor.

*From the perspective of the Indian follower

Population and Sampling

The population will be drawn from a large Indian IT consulting company. The research site for the study will be Hyderabad, India where a random sample will be performed for Indian followers (Creswell, 2008).

The population's characteristics for the samples are as follows. The Indian follower or employee must be a native Indian who works for the company within Hyderabad, India for a period of at least six-months. Six-months will be enough time for this employee to become familiar within the company's operations and the leadership.

As for the sample size, there will be 178 Indian followers or employees. The sample size has been determined by using a 90% confidence level, 0.5 standard deviation, and 10% margin of error (Smith, 2013). The rationale behind using this formula is two-fold. First, the Indian IT consulting company has agreed to a smaller sample number to conduct the study versus a larger number which would mean more resources to cover it. Second, a viable quantitative method study can take place with this sample size according to Creswell (2008).

Instrumentation

Multifactor Leadership Questionnaire (MLQ 5X)

The theoretical framework for the study is transformational leadership. To measure Indian transformational leadership, the researcher will be using the Multifactor Leadership Questionnaire (MLQ 5X) instrument (Avolio & Bass, 2004). In addition to measuring transformational leadership, the survey instrument also measures transactional leadership behaviors and the perceptions of the follower related to his or her leader (Avolio & Bass, 2004). As noted earlier, the MLQ 5X is a 45-item survey

with a Likert – type scale (Appendix A). Indian followers or employees will be asked to complete the MLQ 5X.

The reliability of the MLQ 5X is shown by Avolio and Bass (2004) in two studies. In the first study of a sample of 1,394, the reliabilities and intercorrelations of the MLQ 5X factors ranged from .63 to .92. The second study of a sample of 1,498, the reliabilities and intercorrelations of the MLQ 5X factors ranged from .64 to .92. These are considered high Cronbach’s coefficient alphas which make the MLQ 5X a reliable instrument (Avolio & Bass, 2004).

Job Satisfaction Survey (JSS)

The study will also use the Job Satisfaction Survey (JSS) to measure the job satisfaction of Indian followers (Spector, 1997). The JSS is a 36-item, nine facet scale to access employee attitudes about the job and aspects of the job (Spector, 1997). The nine facets are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. A six factor Likert Scale is used to rate the responses.

Figure 3.3. JSS Likert Scale

Disagree	Disagree	Disagree	Agree	Agree	Agree
<u>Very Much</u>	<u>Moderately</u>	<u>Slightly</u>	<u>Slightly</u>	<u>Moderately</u>	<u>Very Much</u>
1	2 3	4	5	6	

(Spector, 2001; Appendix B).

Spector (2001) tested the JSS for reliability involving a sample of 2,870. The coefficient alpha for the nine facets ranged from .60 to .82 with .91 for total satisfaction (Spector, 2001). This study as well as other studies has recognized the JSS as having reliability and validity as a survey instrument to measure job satisfaction (van Saane et al., 2003; Watson et al., 2007). See Table 3.2 below.

Table 3.2. Job Satisfaction Survey (JSS)

Below are internal consistency reliabilities (coefficient alpha) for the JSS based on a sample of 2,870.

Scale	Alpha	Description
Pay	.75	Pay and remuneration
Promotion	.73	Promotion opportunities
Supervision	.82	Immediate supervisor
Fringe Benefits	.73	Monetary and non monetary fringe benefits
Contingent Rewards	.76	Appreciation, recognition, and rewards for good work
Operating Procedures	.62	Operating policies and procedures
Coworkers	.60	People you work with
Nature of Work	.78	Job tasks themselves
Communication	.71	Communication within the organization
Total	.91	Total of all facets

Spector (2001)

Personal Data Form and Demographic Variables

In addition to the MLQ 5X and JSS instruments, the participants will be asked to complete Personal Data information (Figure 4.1). This information will be used to collect demographic data to determine the make-up of the participants, which will include gender, age, languages spoken, and years of service.

Procedure

Data Collection

Indian employees employed by a major Indian IT consulting company based in Hyderabad, India will be asked to participate in this study via a personal invitation (Appendix C). The description of the survey requirements and procedures (Appendix C) will be provided as well. Data will be collected by administering the MLQ 5X survey to the Indian employees. In addition, the JSS survey (Appendix B) will be administered to the Indian employees. Informed consent forms (Appendices C & D) will be provided to the participants. As part of the study, the participants will be asked to complete Personal Data questions (See Figure 4.1).

The researcher will ensure the security of all study documents by keeping them in a locked file cabinet in the researcher's home. All electronic data including passwords are protected. Research documentation is available to the dissertation committee upon request. Informed consent forms and other study documents will be shredded five years after the study is completed.

Data Analysis

The data will be collected from the respondents and survey responses will be entered into the Statistical Package for the Social Sciences (SPSS) (Frankfort-Nachmias & Nachmias, 2008). Participants will be asked to indicate their years of

service with the company. The choices will be: (1) 6 months, (2) 1 year, (3) 2 years, (4) 3 years or more. Pearson's correlation (Creswell, 2008) will be used to determine whether the two variables of Indian transformational leadership and the job satisfaction of Indian followers covary and a relationship exists between them, and if they are statistically significant at $p < .01$.

Conclusion

This study will use a quantitative, exploratory design to determine if there is a relationship between Indian transformational leadership and the job satisfaction of Indian followers. The population and sampling will include a large Indian IT consulting company headquartered in Hyderabad, India. The MLQ 5X will be used to measure transformational leadership, and the JSS will be used to measure the job satisfaction of Indian followers. SPSS will be used to input the data (Frankfort-Nachmias & Nachmias, 2008). Pearson's correlation (Creswell, 2008) will be used for the statistical testing to determine if transformational leaders exist and, if so, is there a relationship with the job satisfaction of Indian followers and statistically significant at $p < .01$.

A vital aspect of this study is the gatekeeper. The gatekeeper is an Indian official currently living in Indianapolis, Indiana who has agreed to work with the researcher through the completion of the study. He has the contacts in the research site of Hyderabad, India.

Chapter 4

Results

The purpose of this study was to determine if a relationship exists between Indian transformational leadership and the job satisfaction of Indian followers. The sample used for the analysis included 94 respondents employed at a large Indian IT consulting company headquartered in Hyderabad, India.

A quantitative data collection approach and an exploratory design were used to answer the research questions. The quantitative data was collected over a one-week period, although it took a two-month period to prepare the data collection procedure with the cooperation of the IT company. Two instruments were used. The Multifactor Leadership Questionnaire (MLQ 5X) (Avolio & Bass, 2004) and the Job Satisfaction Survey (JSS) (Spector, 1997) were the instruments. A Pearson correlation (Creswell, 2008) was conducted to determine whether a positive, negative, or no correlation exists between the variables of Indian transformational leadership and the job satisfaction of Indian followers at a $p < .01$ significance level.

This Chapter includes descriptive and inferential results from the quantitative statistical analyses. The descriptive statistical analyses included the development of a descriptive statistics of survey responses. The inferential analyses consisted of a Pearson correlation of five variables making up transformational leadership, were measured by the MLQ 5X (Avolio & Bass, 2004) and the variable of job satisfaction measured by the JSS (Spector, 1997).

Participants

Participants were Indian employees (followers) of a large Indian IT consulting company located in Hyderabad, India. The researcher received an employee list from the gatekeeper to conduct a random sample. A random sample of 178 employees was taken from an employee list of 250 employees. The researcher contracted with Mind Garden (2015) to implement the survey process. Mind Garden established a survey link (<http://transform.mindgarden.com/survey/17917>) for potential participants to use to complete the two surveys. Once the link was open and the survey completed, the surveys returned back to the Mind Garden link and scored. The link included an employee invitation letter (Appendix C) to the 178 potential participants with information on informed consent and the Personal Data Form (see Figure 4.1).

It took approximately two months in the summer 2015 to work out the implementation of the research design with the gatekeeper, whose office was in Indianapolis, Indiana, and his Human Resources Team in Hyderabad, India. The review included the employee list to select a random sample, the MLQ 5X and JSS instruments, the employee invitation and instruction letter, the informed consent, the Mind Garden survey link, and the one-week time period for participants to respond.

The survey link, with the employee invitation and instruction letter, was launched the week of August 17, 2015. One week later the data was collected and scored by Mind Garden. The researcher cleaned the data and entered it into the SPSS. Descriptive statistics and Pearson's correlation were performed by SPSS (for more details see data analysis procedure, p. 53).

Figure 4.1. *Personal Data Questions

- 1) Please state your age in terms of years _____
- 2) What is the gender to which you identify? (Circle one)
a-Male b-Female
- 3) Is English your primary language? If no, specify your primary language _____
- 4) **For employees:** How long have you worked as an Employee at _____
 - a. At least 6 months
 - b. 1 year
 - c. 2 years
 - d. 3 or more years

*Incorporated in section 2 (JSS) of the survey, bottom page.

There were 99 employees from the random sample of 178 who chose to respond, yielding a response rate of 56%. Of the 99 respondents, five had a high percentage of missing data (>10%). They were excluded from the study changing n= 94 for a response rate of 53%. A breakdown of the participants' characteristics can be found in Table 4.1.

The data collected will be protected and the confidentiality of the participants will be maintained. All hard copy study documents are kept in a locked cabinet in the researcher's home, all electronic data is pass word protected, and the documentation is available to the dissertation committee upon request. Study documents will be shredded five years after the study is completed.

Table 4.1.

Personal Data Summary (N = 94)

Age	Gender	Race	Citizenship	Yrs. of Service	Primary Language
30 (avg.)	74 (M)	Asian	Indian	1.5 (M/F)	English 72 (M/F)
	20 (F)	Asian	Indian		*Other 22 (M/F)

*Other: Hindi
Kannada
Marathi
Tulugu

Sample Demographics

All 94 of the respondents were Asian and of Indian citizenship (Eda, 2015). Seventy-four of the respondents or 79% were male and 20 or 21% were female. The average age was 30-years old. Seventy-two of the respondents or 77% primary language was English; while another 22 or 23% had an Indian language as their primary language. These individuals could understand English as a secondary language (Eda, 2015). The average years of service was 1.5 years. Regarding missing data, five participants had more than 10% incomplete survey responses. According to the American Psychological Association (APA) (2010), these participants need to be removed from the study. This changed the response rate from 99 to 94 participants or 53%. The majority of the participants completed the MLQ 5X and JSS surveys. However, where there was no response (under 10%), SPSS advised to insert the numeric value 999. This ensured consistency from a statistical testing standpoint within SPSS.

Research Questions and Hypotheses

The following research questions were developed based on the literature review on transformational leadership and job satisfaction. The overall findings relating to each hypothesis is indicated under the main analyses. Table 4.2 breaks down each hypothesis by variable, technique used to test the hypothesis, and significance level of the current results.

Research Question 1: To what degree are Indian managers assessed as transformational leaders according to the MLQ 5X from the perspective of the Indian followers?

Research Question 2: According to the MLQ 5X, how are the dimensions of transformational leadership (Avolio & Bass, 2004) assessed for the managers by the followers completing the instrument?

Research Question 3: What are the relationships between the dimensions of transformational leadership (Avolio & Bass, 2004) as measured by MLQ 5X and the job satisfaction of Indian followers as measured by the JSS (Spector, 1997)?

Hypothesis H01 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Attributes) and the job satisfaction of Indian followers.

Hypothesis HA1 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Attributes) and the job satisfaction of Indian followers.

Hypothesis H02 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Behaviors) and the job satisfaction of Indian followers.

Hypothesis HA2 (Alternate Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Behaviors) and the job satisfaction of Indian followers.

Hypothesis H03 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Inspirational Motivation and the job satisfaction of Indian followers.

Hypothesis HA3 (Alternate Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Inspirational Motivation and the job satisfaction of Indian followers.

Hypothesis H04 (Null Hypothesis): There is not a statistically significant relationship between the transformational leadership dimension of Intellectual Stimulation and the job satisfaction of Indian followers.

Hypothesis HA4 (Alternate Hypothesis): There is a statistically significant relationship between the transformational dimension of Intellectual Stimulation and the job satisfaction of Indian followers.

Hypothesis H05 (Null Hypothesis): There is not a statistically significant relationship between the transformational dimension of Individualized Consideration and the job satisfaction of Indian followers.

Hypothesis HA5 (Alternate Hypothesis): There is a statistically significant relationship between the transformational dimension of Individualized Consideration and the job satisfaction of Indian followers.

Table 4.2. Variables, Statistical Techniques, and Significance Level of Results for Hypotheses 1-5

Hypothesis	TL	JS	Statistical Test	Significance
1	*IA	**JS	Pearson correlation	p<.01
2	*IB	**JS	Pearson correlation	p<.01
3	*IM	**JS	Pearson correlation	p<.01
4	*IS	**JS	Pearson correlation	p<.01
5	*IC	**JS	Pearson correlation	p<.01
*Idealized Influence (Attributes)			*Individualized Consideration	
*Idealized Influence (Behaviors)				
*Inspirational Motivation			** Job Satisfaction	
*Intellectual Stimulation				

Data Analysis Procedure

Prior to the beginning of the study, consent was gained from the Indian IT consulting company in its office in Indianapolis, Indiana. The consent was contingent upon gaining approval from Indiana Tech's Institutional Review Board (IRB). The IRB did not authorize publication of the company's name with the findings. Furthermore, it was requested that a final report and analysis be sent to the participating company. In addition, the process also included obtaining permission from licensing company of the MLQ (Mind Garden, 2015) and from the author of the Job Satisfaction Survey (Spector, 2015) (Appendices F and G).

The Statistical Package for Social Sciences (SPSS) version 23 was used to code and tabulate scores and provide summarized values where applicable. Descriptive statistics were used to interpret the results for Research Question 1 and Research Question 2. Pearson's correlation was used to evaluate Hypotheses 1-5 (Creswell, 2008). the alpha level was set at .01.

Main Analyses

Multifactor Leadership Questionnaire (MLQ 5X)

The MLQ 5X has a Likert Scale of 0-4. The following denotes each rating: 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, 4 = Frequently, if not always (Avolio & Bass, 2004).

The MLQ 5X questionnaire contains questions measuring transformational leadership and transactional leadership. Transformational leadership is made up of five dimensions: Idealized Influence (Attributes), Idealized Influence (Behaviors), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

Measurements of these dimensions are included in the MLQ 5X (Avolio & Bass, 2004).

The MLQ 5X also contains questions measuring the variables of transactional leadership and laissez- faire leadership including: Contingent Reward, Management by exception-Active, Management by exception-Passive, Laissez-Faire Leadership (Avolio & Bass, 2004). Although, the MLQ 5X questions measuring transactional and laissez-faire leadership (see Table 4.3) were completed by the participants they were not analyzed in this study.

Table 4.3. MLQ 5X Dimension QuestionsTransformational Questions

Idealized Influence (Attributes)

Questions: #10
#18
#21
#25

Idealized Influence (Behaviors)

Questions: #6
#14
#23
#34

Inspirational Motivation

Questions: #9
#13
#26
#36

Intellectual Stimulation

Questions: #2
#8
#30
#32

Individualized Consideration

Questions: #15
#19
#29
#31

Transactional Questions

Contingent Reward

Questions: #1
#11
#16
#35

Management by exception-Active

Questions: #4
#22
#24
#27

Management by exception-Passive

Questions: #3
#12
#17
#20

Laissez-Faire Leadership

Questions: #5
#7
#28
#33

**Mind Garden
Palo Alto, CA*

The behaviors of the transformational leadership dimension Idealized Influence (Behaviors) are addressed in questions 6, 14, 23 and 34 of the MLQ 5X survey. Leaders exhibiting Idealized Influence (Behaviors) possess a strong sense of purpose (question 14) and mission (question 34) (Avolio & Bass, 2004). They are able to express the values and beliefs they hold most important (question 6) and are ethical in how they make decisions (question 23) (Avolio & Bass, 2004). As expressed by the mean score of 2.59 found in Figure 4.1, the Indian managers of this company were perceived fairly often by the followers as possessing Idealized Influence (Behaviors).

The transformational leadership dimension of Inspirational Motivation is measured by the MLQ 5X survey in questions 9, 13, 26 and 36. According to Avolio and Bass, 2004, leaders who provide inspiration and motivation to the followers are optimistic (question 9) and provide a compelling vision about the future (question 26).

Additionally, these leaders are enthusiastic about what needs to be accomplished (question 13) and express confidence that the goals can be achieved (question 36) (Avolio & Bass, 2004). The followers within this Indian company perceive the managers as possessing the dimension of Inspirational Motivation fairly often as indicated by the mean of 2.60.

Idealized Influence (Attributes) is measured in the MLQ 5X by questions 10, 18, 21 and 25 (Avolio & Bass, 2004). Leaders with these attributes are perceived as instilling pride in others who are associated with them (question 10) and going beyond self interest for the good of the group (question 18) (Avolio & Bass, 2004). They act in ways that build others' respect (question 21), displaying a sense of power and confidence (question 25) (Avolio & Bass, 2004).

The MLQ 5X measures the dimension of Intellectual Stimulation in questions 2, 8, 30 and 32 (Avolio & Bass, 2004). A leader who is successful in providing intellectual stimulation to the followers is skilled in examining critical assumptions to determine if they are appropriate (question 2) (Avolio & Bass, 2004). They are able to stimulate creativity and innovation by suggesting new ways to complete assignments (question 32) (Avolio & Bass, 2004). They engage the followers in problem solving by seeking different perspectives (question 8) and encouraging them to look at problems from different angles (question 30) (Avolio & Bass, 2004).

The dimension of Individualized Consideration is measured in the MLQ 5X by questions 15, 19, 29 and 31 (Avolio & Bass, 2004). Individualized consideration focuses on the interaction of the leader, and the follower as an individual with different needs, abilities and aspirations from others (question 29) rather than just a member of the group (question 19) (Avolio & Bass, 2004). Leaders proficient in this dimension spend time teaching and coaching (question 15) helping others to develop their strengths (question 31) (Avolio & Bass, 2004).

Transactional leadership is composed of the variable Contingent Reward measured in the MLQ 5X by questions 1, 11, 16 and 35. This variable is the manager providing assistance to employees in exchange for their efforts (question 1) by clarifying who is responsible for achieving performance targets (question 11), explaining what to expect when goals are met (question 16) and expressing satisfaction when others meet expectations (question 35).

The Transactional variable of Management-by-Exception: Active is the leader taking action on the follower performance issues by focusing on mistakes and deviations from standards (question 4), dealing with mistakes and failures (question

22), tracking mistakes (question 24) and focusing on failures in meeting standards (question 27).

Management-by-Exception: Passive is the Transactional Leadership variable where the leader fails to interfere until the problem is serious (question 3), waiting for things to go wrong before taking action (question 12). Leaders who practice in this manner are firm believers of “if it ain’t broke don’t fix it” (question 17). They wait for problems to become chronic before taking action (question 20).

Laissez-Faire: (Passive/Avoidant leaders do not respond to important issues (question 5). They are absent when problems arise (question 7), avoid making decisions (question 28) and delay in responding to urgent questions (question 33).

The MLQ 5X questionnaire can be written in the first person and used by the leader/manager as a self rater. The questionnaire can also be written in the third person and used by the follower to rate the manager (Avolio & Bass, 2004). The questionnaire used for this study was written in the third person and only given to followers. The managers were not invited to participate in the study.

The mean scores for the transformational leadership dimensions are as follows:

n=94

Idealized Influence (Attributes):	2.44 (SD .85) – Sometimes.
Idealized Influence (Behaviors):	2.59 (SD .83) – Fairly often.
Inspirational Motivation:	2.60 (SD .73) – Fairly often.
Intellectual Stimulation:	2.33 (SD .71) – Sometimes.
Individualized Consideration:	2.14 (SD .84) – Sometimes.

According to Avolio and Bass (2004), mean scores from the MLQ 5X and the percentiles are important descriptive statistics in interpreting the degree of transformational leaders by their followers (Table 4.5).

Research Question One Findings

Research question one is as follows: To what degree are Indian managers assessed as transformational leaders according to the MLQ 5X (Avolio & Bass, 2004) from the perspective of the Indian follower? Avolio and Bass (2004) have used descriptive statistics as the means and percentiles in the course of their research concerning transformational leadership. This is the basis for the researcher's interpretation of the means for the five transformational leadership dimensions and applying them to this question (Table 4.5).

Two dimensions have relatively modest means, putting them in the middle percentile of MLQ 5X mean scores (Avolio & Bass, 2004). Idealized Influence (Behaviors) has a mean score of 2.59 (SD .83) and Inspirational Motivation (SD .73) has a mean score of 2.60 (SD .73). The other three dimensions have means of: Idealized Influence (Attributes) 2.44 (SD.85), Intellectual Stimulation 2.33 (SD.71),

Individualized Consideration 2.14 (SD.84). These means are considered in the lower percentiles (Avolio & Bass, 2004).

The standard deviation (SD) is the square root of the variance (Creswell, 2008). The standard deviation provides an indication of dispersion or spread of the scores (Creswell, 2008). In reviewing the SD of this study, the deviations are closely related to the mean (Table 4.4). The frequency rating is 0 to 4. The majority of the participants scored the MLQ 5X questions pertaining to transformational leadership in the range 2.10 to 2.60. Hence, the means are a sound representation of the sample.

Table 4.4. Standard Deviations (SD) of MLQ 5X Dimensions

<u>MLQ 5X Dimensions</u>	<u>Standard Deviation (SD)</u>
Idealized Influence (Attributes) .85	
Idealized Influence (Behaviors) .83	
Inspirational Motivation .73	
Intellectual Stimulation .71	
Individualized Consideration .84	

Bass (1999) and Bass and Stogdill (2008) indicated that a transformational leader does not need to possess all of the dimensions, but requires at least one of them. In this case, the Indian managers were perceived as transformational leaders by their followers with a modest degree of Idealized Influence (Behaviors) and Inspirational Motivation. Idealized Influence (Behaviors) is a leader who has personal values, beliefs, sense of purpose, ethics, and a sense of mission (Avolio & Bass, 2004). Inspirational Motivation is a leader who behaves in ways that provides meaning and challenges to the followers and articulates a compelling vision (Avolio & Bass, 2004).

Indian managers in this study were perceived as less transformational leaders with the three dimensions of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration. This can be interpreted that the Indian leaders of this company are to a lesser degree practicing transformational leadership in these areas. Their main focus centers on the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation.

Research Question Two Findings

Research question two is as follows: According to the MLQ 5X, how are the dimensions of transformational leadership (Avolio & Bass, 2004) assessed for the managers by the followers completing the instrument?

Research question one and research question two overlap since both use the same five dimensions when defining transformational leadership. Thus, the followers assessed the managers with modest mean scores and middle percentiles for Idealized Influence (Behaviors) and Inspirational Motivation; and less mean scores and lower percentiles for the dimensions Idealized Influence (Attributes), Intellectual Stimulation, and Individualized Consideration.

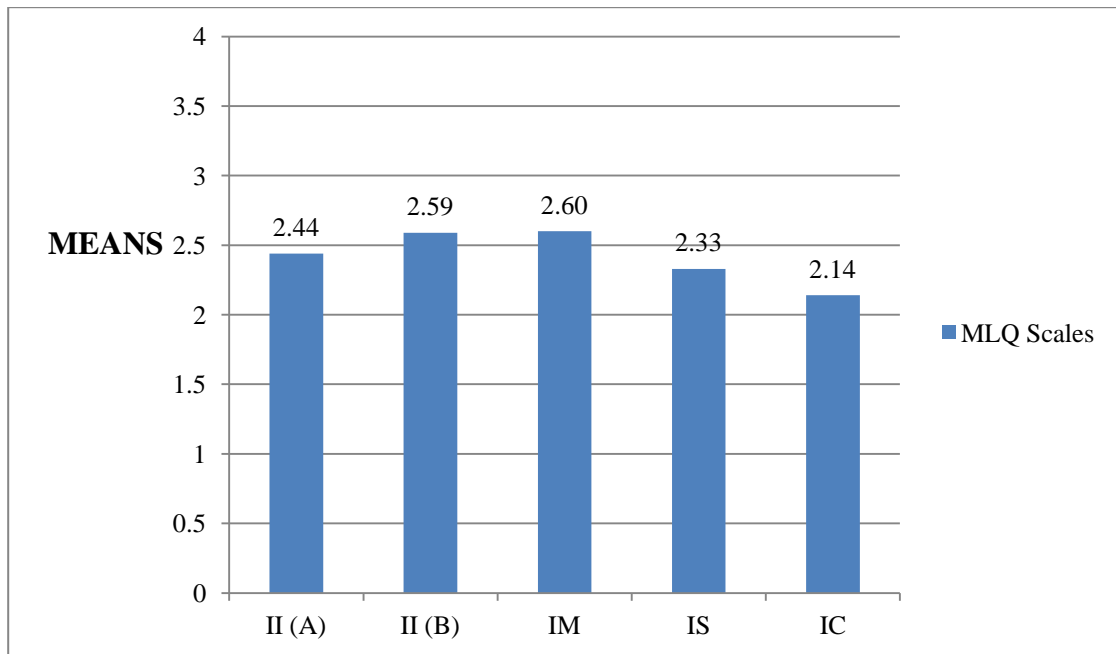
Figure 4.2 Mean Differences of Transformational Leadership Dimension Scores

Table 4.5. Percentiles for Individual Scores (US)***Percentiles for Individual Scores Based on Total of all Rating Levels**

	II(A)	II(B)	IM	IS	IC
N=	27,285	27,285	27,285	27,285	27,285
%tile		MLQ	Scores		
5	1.50	1.50	1.50	1.50	1.25
10	2.00	1.75	2.00	1.75	1.75
20	2.25	2.25	2.25	2.25	2.25
30	2.75	2.50	2.50	2.50	2.50
40	2.75	2.75	2.75	2.75	2.75
50	3.00	3.00	3.00	2.75	2.75
60	3.25	3.25	3.25	3.00	3.00
70	3.50	3.50	3.43	3.25	3.25
80	3.50	3.75	3.50	3.43	3.43
90	3.75	3.75	3.75	3.75	3.75
95	4.00	4.00	4.00	3.75	3.75

Legend:

II (A) = Idealized Influence (Attributes)

II(B) = Idealized Influence (Behavior)

IM = Inspirational Motivation

IS = Intellectual Stimulation

IC = Individualized Consideration

Key of Frequency:

4.0 = Frequently, if not always

3.0 = Fairly often

2.0 = Sometimes

1.0 = Once in a while

0.0 = Not at all

**Does not include Transactional Leadership Scores*

Avolio & Bass, (2004) (p.107)

Research Question Three Findings

Research question three is as follows: What are the relationships between the dimensions of transformational leadership (Avolio & Bass, 2004) as measured by MLQ 5X and the job satisfaction of Indian followers as measured by the Job Satisfaction Survey (JSS) (Spector, 1997)?

Using SPSS 23, Pearson Product-Moment Correlation Coefficient (Creswell, 2008) was conducted between each dimension and the JSS with alpha at .01. The JSS scores included the total scores of the respondents found in the data and SPSS 23.

For IIA: *r = .349

Sig.=.001 (Correlation is significant at <.01)

N=94

A positive correlation exists between Idealized Influence (Attributes) and job satisfaction (Creswell, 2008).

Hypothesis HA1 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence (Attributes) and the job satisfaction of Indian followers. The Null Hypothesis was rejected.

For IIB: *r = .413

Sig.=.001 (Correlation is significant at <.01)

N=94

A positive correlation exists between Idealized Influence (Behaviors) and job satisfaction (Creswell, 2008).

Hypothesis HA2 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Idealized Influence

(Behaviors).

For IM: $*r = .389$

Sig.=.000 (Correlation is significant at $<.01$)

N=94

A positive correlation exists between Inspirational Motivation and the job satisfaction of Indian followers (Creswell, 2008).

Hypothesis HA3 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Inspirational Motivation and the job satisfaction of Indian followers. The Null Hypothesis was rejected.

For IS: $*r = .458$

Sig.=.000(Correlation is significant at $<.01$)

N=94

A positive correlation exists between Intellectual Stimulation and the job satisfaction of Indian followers (Creswell, 2008).

Hypothesis HA4 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Intellectual Stimulation and the job satisfaction of Indian followers. The Null Hypothesis was rejected.

For IC: $*r = .329$

Sig.=.000(Correlation is significant at $<.01$)

N=94

A positive correlation exists between Individualized Consideration and the job satisfaction of Indian followers (Creswell, 2008).

Hypothesis HA5 (Alternative Hypothesis): There is a statistically significant relationship between the transformational leadership dimension of Individualized Consideration and the job satisfaction of Indian followers. The Null Hypothesis was rejected.

The Pearson Correlations – SPSS 23 are illustrated in Table 4.6 found on page 74.

Table 4.6. Pearson Correlations –SPSS 23

	Total JS	
Total IIA		
Sig. (2-tailed)	r=.349	
	0.000	
	Sig. at p<.01	
Total IIB		
Sig. (2-tailed)	r=.413	
	0.000	
	Sig. at p<.01	
Total IM		
Sig. (2-tailed)	r=.389	
	0.000	
	Sig. at p<.01	
Total IS		
Sig. (2-tailed)	r=.458	
	0.000	
	Sig. at p<.01	
Total IC		
Sig. (2-tailed)	r=.329	
	0.000	
	Sig. at p<.01	

Figure 4.3.1 Scatter plot Relationship of Total Job Satisfaction Scores and Means of IIA (Idealized Influence Attributes) N=94

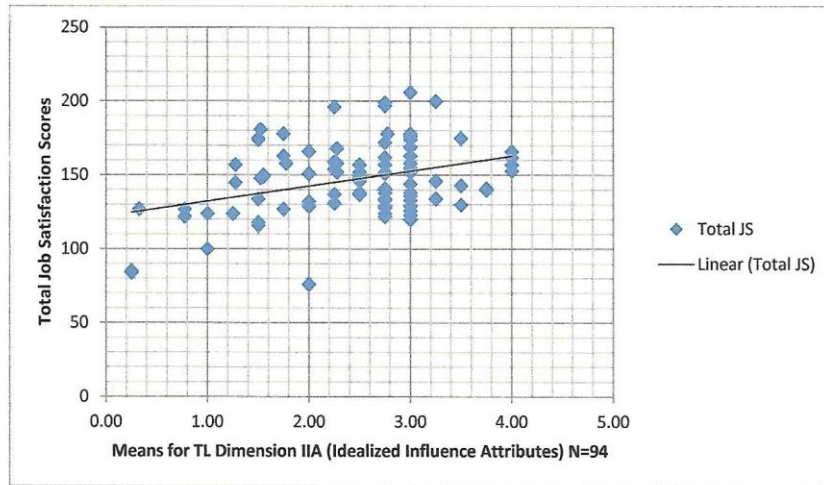


Figure 4.3.2 Scatter plot Relationship of Total Job Satisfaction Scores and Means of IIB (Idealized Influence Behaviors) N=94

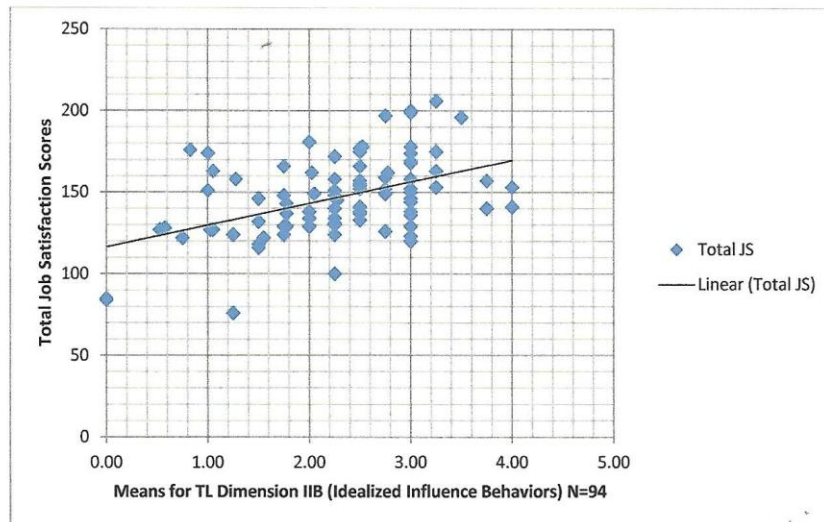


Figure 4.3.3 Scatter plot Relationship of Total Job Satisfaction Scores and Means of IM (Inspirational Motivation) N=94

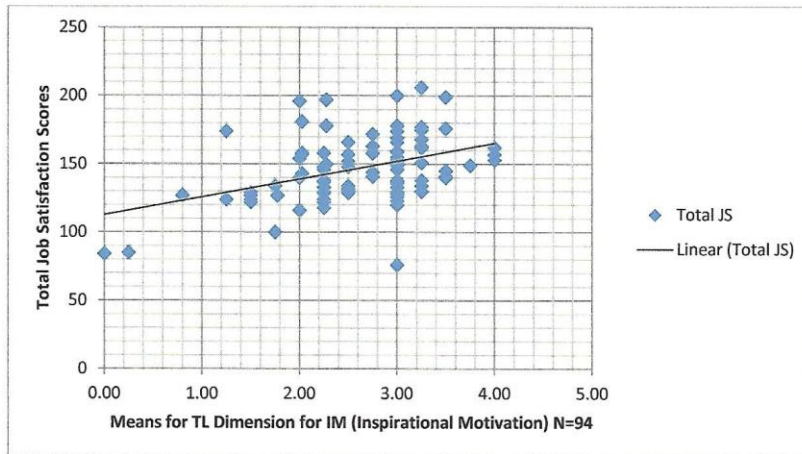


Figure 4.3.4 Scatter plot Relationship of Total Job Satisfaction Scores and Means of IS (Intellectual Stimulation) N=94

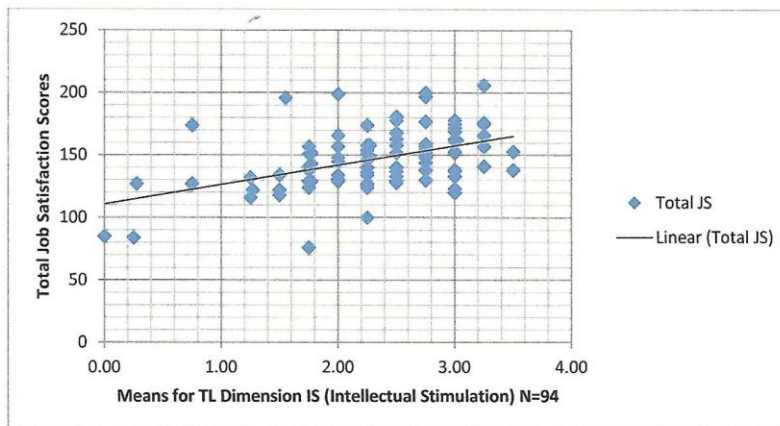
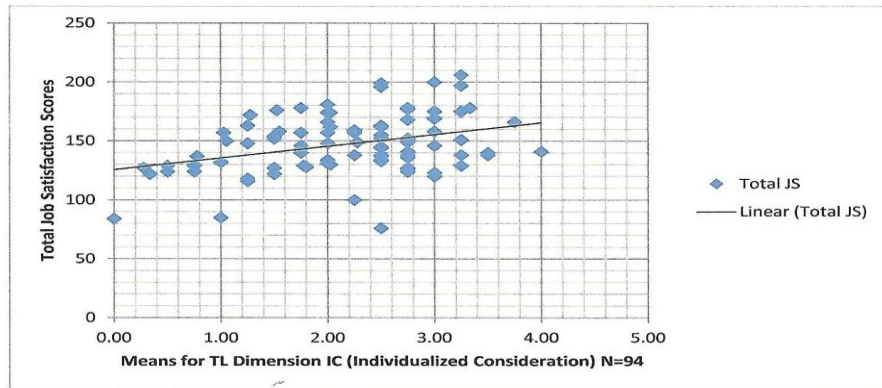


Figure 4.3.5 Scatter plot Relationship of Total Job Satisfaction Scores and Means of IC (Individualized Consideration) N=94



Scatter plots (Figures 4.3.1- 4.3.5) illustrate the linear nature of the relationship between the transformational leadership dimensions of Idealized Influence (Attributes), Idealized Influence (Behaviors), Inspirational Motivation, Intellectual Stimulation, Individualized Consideration and the total job satisfaction scores. Hence, all the relationships were found to have a linear form, positive direction, modest strength and the quantitative measures of strength ($p < .01$) according to the previous listed Pearson values.

With respect to future research, a one-way Analysis of Variance (ANOVA) could be used to determine if there is a difference in means between the transformational leadership scores.

Additional Discussion

Responses to research questions one and two are important because they provide an assessment of the Indian followers' perspective of the Indian managers as transformational leaders.

Research question three is pivotal to the study and the findings to the question are significant in answering the central question: What is the relationship between Indian transformational leadership and the job satisfaction of Indian followers? Using Pearson correlation the researcher, learned that all five transformational leadership dimensions have a relationship with the job satisfaction of the Indian followers.

This is significant for several reasons. First, the null hypotheses were rejected and the alternative hypotheses accepted. Second, the study demonstrates that the leaders of this company are perceived by the followers as transformational leaders. And, their leadership has an influence on the followers' job satisfaction.

According to Spector (2007), the breakdown of the total job satisfaction scores on the JSS are as follows:

Dissatisfaction Range 36 to 108

Satisfaction Range 144 to 216

Ambivalent Range 108 and 144

The total job satisfaction for the 94 respondents was as follows:

Dissatisfaction 4(4.25%)

Satisfaction 50(53%)

Ambivalent 40(43%)

The total job satisfaction scores can be interpreted as follows: Out of 94 respondents, four (4.25%) are dissatisfied; forty respondents (43%) are ambivalent or are neither satisfied nor dissatisfied; fifty respondents ((53%) are satisfied. It should be noted that a score of 144 could be either satisfied or ambivalent and a score of 108 could be either dissatisfied or ambivalent. None of the respondents scored 108 while one respondent scored 144.

The means of the five transformational leadership dimensions and the total job satisfaction scores were sufficient to find a positive correlation at a significant level of $p < .01$ using SPSS 23 to conduct Pearson's correlation. The means scores of the transformational leadership dimensions were: Idealized Influence (Attributes) 2.44, Idealized Influence (Behaviors) 2.59, Inspirational Motivation 2.60, Intellectual Stimulation 2.33, Individualized Consideration 2.14. This indicates the Indian managers are considered transformational leaders to a modest degree in the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation; and to a

lesser degree in the dimensions of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration (Avolio & Bass, 2004).

The means scores for transformational leadership dimensions and total job satisfaction were entered into the Pearson's correlation statistical test. The values for the Pearson's correlation formula are as follows (Burns & Groves, 1993):

r =Pearson's correlation coefficient

n =number of paired scores ($n=94$)

X =score of the first variable (transformational leadership dimension)

Y =score of the second variable (total job satisfaction)

XY =product of the two paired scores (transformational leadership dimension + total job satisfaction). See Table 4.6 for actual results.

Summary

The central question of this study was: What is the relationship between Indian transformational leadership and the job satisfaction of Indian followers? There are essentially three reasons to study this issue. Transformational leadership is an important theory to the field of global leadership. India deserves this type of research (Moran et al., 2007) because of its position in the global economy. Indian firms are looking for solutions to an increase in turnover within their workforces (Wharton-School of the University of Pennsylvania, 2014).

The population for the study was drawn from a large Indian IT consulting company. The research site for the study was the company's headquarters in the Hyderabad, India. A random sample of 178 employees was selected with 94 respondents or a response rate of 53%.

The results of this study showed there is a relationship between Indian transformational leadership and the job satisfaction of the Indian followers within this IT consulting company.

In Chapter 5, a summary of the analyses' results will be reviewed along with a discussion of the conclusions from the findings including implications for practice, limitations of the study and possibilities for future research.

Chapter 5: Summary and Conclusions

Introduction

The focus of the study was centered on the theory of transformational leadership involving Indian managers, and the construct of job satisfaction involving Indian followers.

Transformational leadership has been the focus of in depth research for the last several decades (Bass & Stogdill, 2008; Bryman, 1992; Emery et al., 2007; Gill et al., 2011). Job satisfaction has also been the source of important research (Darvish et al., 2013; Givens, 2008; Herzberg, 1959, 1966; Spector, 1985, 1997). Empirical studies show transformational leadership has a consistent influence on employees' job satisfaction (Givens, 1985). As realized through Spector's work (1985), there is support for the relationship between employees' job satisfaction and turnover. Retention of good employees is critical to the success of an organization (Givens, 2008).

After conducting an extensive literature review, no research was found that dealt with Indian transformational leadership and job satisfaction of Indian followers. The topic of transformational leadership in India was selected for this study because India is relatively new as a major player in the global economy (Friedman, 2007) and its relevance to the field of global leadership is important to study (Moran et al., 2007). Its emergence in the global economy has resulted in more opportunities for Indian workers leading to an increase in turnover (Yin & Saner, 2014). Indian companies are concerned about increasing turnover in their employees (Yin & Saner, 2014). The recognition by Indian companies that job satisfaction is a challenge to retain talented employees (Wharton-School of University of Pennsylvania, 2014) is a

compelling reason to study the relationship between Indian transformational leadership and job satisfaction of Indian followers.

The study was a quantitative approach with an exploratory design. The quantitative data was collected over a one week period using two survey instruments: the MLQ 5X to measure transformational leadership and the JSS to measure job satisfaction. Descriptive statistics were used to determine the degree Indian managers were perceived as transformational leaders by the followers. A correlational test was conducted on the five dimensions of MLQ 5X and on total job satisfaction using Pearson's correlation. The participants were 94 Indian employees (followers) employed by an Indian IT consulting company in Hyderabad, India. The sample demographics provided a view of the participants' characteristics which give a general understanding of the sample. Statistical testing was not conducted on the demographics therefore their influence on the results is unknown. The researcher contracted with Mind Garden (2015) to assist in the administration of the survey process, including scoring of the surveys.

MLQ 5X and JSS Instruments

The Multifactor Leadership Questionnaire (MLQ 5X) instrument measures transformational leadership and transactional leadership (Avolio & Bass, 2004). The theoretical framework for the study is transformational leadership. The instrument was used to measure the Indian followers' perception of their managers using the five dimensions of transformational leadership including Idealized Influence (Attributes), Idealized Influence (Behaviors), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Although not considered in this study, the MLQ 5X also measured the exchange relationship between the followers and the leaders using

the variables of transactional leadership including: Contingent Reward, Management –by-Exception (Active), Management –by-Exception (Passive) and Laissez-Faire (Burns, 1978). The additional data collected using the MLQ 5X provides an opportunity for future research to investigate the relationship of transactional leadership and job satisfaction of the followers.

The second instrument used in this study was the Job Satisfaction Survey (JSS) (Spector, 1997). The purpose of JSS was to determine the total job satisfaction of the Indian followers by measuring nine variables: pay, promotion, supervisor, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. The total job satisfaction scores of the 94 participants were used in the Pearson's correlation test between the five dimensions of transformational leadership and job satisfaction. Additional research could analyze the relationships of each of the variables and the five dimensions.

MLQ 5X and Global Leadership Instruments

The field of Global Leadership is comprised of many leadership theories (Dunn et al., 2012; Mendenhall et al., 2013). The field is evolving but the Transformational Leadership Theory is a key component of the foundation of Global Leadership (Dunn et al., 2012; Mendenhall et al., 2013). While the MLQ 5X is one instrument that measures specifically transformational and transactional leadership; there are other instruments in the field of Global Leadership that expand MLQ 5X to measure other dimensions of Global Leadership. The Global Competency Inventory (GCI) (Mendenhall et al., 2013) and Global Mindset Inventory (GMI) developed in 2010 by the Thunderbird School of Global Management are two instruments critical to the field of Global Leadership research (Mendenhall et al., 2013). Both of these instruments

include dimensions of leadership some of which are comparable to the MLQ 5X. For instance: the GCI dimension of Relationship Management is similar to the MLQ 5X dimension of Individualized Consideration because both deal with the relationship between the leader and the follower; the GMI dimension of Cognitive Complexity compares to the Idealized Influence (Behaviors) of MLQ 5X where the leader has the capacity to connect complex ideas to formulate a vision. This is an example why transformational leadership, as measured by MLQ 5X, is foundational to the field of Global Leadership.

As research in the field of Global Leadership continues using these instruments, new findings and new theories may be developed that advance the field. But the MLQ 5X instrument will continue to be used to measure transformational leadership within the Global Leadership context.

Descriptive Statistics and Pearson's Correlation

For research questions one and two, scores from the Multifactor Leadership Questionnaire (MLQ 5X) means and percentiles were used to answer these questions. The research of Avolio and Bass (2004) was the model for the study. These authors had numerous studies where MLQ 5X scores, means and percentiles were compiled on large samples of self-raters (leaders) and raters (followers) (see Table 4.5).

The researcher's objective for the use of descriptive statistics was to accurately characterize the MLQ 5X dimensions and total job satisfaction variable ($n = 94$) (Marczyk et al., 2005). A summary of the mean differences of the transformational dimension scores can be found in Figure 4.2.

Pearson's correlation was conducted to determine relationships between the MLQ 5X dimensions and the variable of total job satisfaction (Creswell, 2008). A summary

of the results are found in Table 4.6 and a description of the results are found in research question three.

Discussion of Findings and Conclusions

Several key results have been derived from the study. They include: the degree to which Indian managers are assessed as transformational leaders (Research Question One), how they were assessed according to each of the dimensions of transformational leadership (Research Question Two), and the relationship between transformational leadership and job satisfaction (Research Question Three).

Findings and Conclusions for Research Questions One and Two

Research Question 1: To what degree are Indian managers assessed as transformational leaders according to the MLQ 5X (Avolio & Bass, 2004) from the perspective of the Indian follower?

Research Question 2: According to the MLQ 5X, how are the dimensions of transformational leadership (Avolio & Bass, 2004) assessed for the managers by the followers' completing the instrument?

Because there is some overlap with Research Questions One and Two, in identifying which transformational leader dimensions the followers perceive the managers to possess and the degree to which they possess them, their findings and conclusions will be discussed together.

The Indian managers were held to a moderate degree in two transformational leadership dimensions, Idealized Influence (Behaviors) and Inspirational Motivation. The dimensions can be found in the Bass and Stogdill (2008), Figure 2.1.

The Indian managers demonstrate some degree of transformational leadership in the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation. Based on

the MLQ 5X scores, the Indian managers have been practicing these two dimensions to a modest degree. The implications of these findings are explained in Givens (2008) research where he found the dimensions to convey the leader's ability to formulate and articulate a shared vision. According to Yukl (2010), guidelines to enhance Idealized Influence (Behaviors) and Inspirational Motivation also include articulating a clear vision to the followers and explaining how the vision can be attained. Thus, the Indian followers of this company perceive their leaders as possessing visionary qualities.

The managers were viewed as less transformational leaders in the dimensions of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration. They are less likely to consider their needs as important; less likely to instill pride, respect, and confidence or to stimulate their efforts to be innovative. It should be stressed that according to Bass and Stogdill (2008) a manager can be trained in any of the dimensions and only needs to possess one dimension to be a transformational leader. They need some work and training in the area of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration.

The population of the study with the average age of 30 years old and 1.5 years of service is unique from an older more traditional Indian population. Historically, the Indian society has been considered collectivist in nature, where the greater good of the group is more important than that of the individual. But recent research has shown that younger Indian generations have become more individualistic, concerned more about their own welfare over that of the group (Guhu, 2007). Consequently, younger Indian workers may be more likely to leave an organization in search of newer opportunities for themselves than would older Indian workers.

Therefore, the younger generation of Indian workers would be more responsive to leaders who possess the transformational characteristics of influence, inspiration and who provide intellectual stimulation and individual consideration. The managers of this company were found to be somewhat transformational, even though greater in some dimensions than others, which may help explain why the rate of turnover is only modest.

Findings and Conclusions for Research Question Three

Research Question 3: What are the relationships between the dimensions of transformational leadership (Avolio & Bass, 2004) as measured by MLQ 5X and the job satisfaction of Indian followers as measured by the Job Satisfaction Survey (JSS) (Spector, 1997)?

Research has shown that followers of transformational leaders report high job satisfaction (Givens, 2008). The results from research question three found there was a significant positive correlation ($p < .01$) of all the dimensions of transformational leadership and job satisfaction. The findings of research question three are pivotal to the central question of the study determining if there is a relationship between Indian transformational leadership and the job satisfaction of the Indian followers. Even though research questions one and two showed the managers to have some degree of transformational leadership in the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation and a lesser degree in the dimensions of Idealized Influence (Attributes), Intellectual Stimulation, and Individualized Consideration, the results from research question three are significant. The results showed a positive correlation at $p < .01$ between the five transformational leadership dimensions and total job satisfaction of the Indian followers. Thus, the five Null Hypotheses were rejected and

the five Alternative Hypotheses were accepted. This together with the majority of the study's participants (53%) reporting a high degree of job satisfaction through the Job Satisfaction Survey (JSS) provides evidence that the Indian managers are transformational leaders influencing the job satisfaction of their followers.

The significance of this finding demonstrates that at this company the transformational leadership influences followers' job satisfaction because they are practicing to some degree transformational leadership. Therefore, it can be concluded that the managers are sharing the vision and mission of the organization (Idealized Influence -Behaviors), creating an environment of motivation (Inspirational Motivation) and to some degree show respect to the followers (Idealized Influence - Attributes), focus on the followers individual needs and growth (Individualized Consideration), and empower the followers (Intellectual Stimulation). Such transformational leadership practice is what the five dimensions of transformational leadership represent. As a result, this could impact the company's turnover by decreasing it and increase followers' performance outcomes (Yin & Saner, 2014).

Job satisfaction is a moving target and will change (Yin & Saner, 2014). The company needs ongoing assessment to stay abreast of the status of job satisfaction of the followers. An important action plan is to conduct regular employee surveys. The study also shows there is room for improvement in the area of the transformational leadership dimensions indicating the Indian managers could benefit from continued leadership development.

Applied Research: Research Questions One, Two and Three

The research of Avolio and Bass (2004) was used to interpret the findings of Research Questions One and Two and draw conclusions from them. The MLQ5X

survey means and percentiles for the transformational leadership dimensions of the managers at the headquarters of this IT company in Hyderabad support the notion that the managers are practicing some degree of transformational leadership.

Research Question Three is the central question of the study. The study itself is the first of its kind to determine the relationship of Indian transformational leadership and the job satisfaction of Indian followers. The study is important particularly in light of high turnover in the Indian IT industry and Indian firms in general. Thus, the study adds to the knowledge base of transformational leadership. It also adds to the knowledge base of global leadership since transformational leadership is an important part of the foundation of global leadership. The findings of the study contribute to the Global Leadership Model (GLM) developed by Dunn et al. (2012) which was used in this paper. It contributes to the GLM because the study focused on Indian transformational leadership-follower relations and job satisfaction. Transformational leadership and relationships are major variables of the Global Leadership Model (GLM) Job satisfaction could be an additional construct to the model should further research have similar findings. Additionally, because the study is from the followers' perspective it adds to followers' research.

The study could be replicated involving the company's leaders and followers at other sites to determine if they are also practicing transformational leadership and to what degree. Likewise, a similar study could be conducted involving leaders and followers from other Indian companies. The study could also be replicated in other cultures to learn if employee job satisfaction correlates in a similar manner to transformational leadership. Transformational leadership is a theory which crosses many cultural boundaries, and as a result it can be applied to diverse cultures. For

example: Indian managers working in the United States must be able to adapt to the American culture and visa versus. Although the Indian and American cultures may be different, the principles of transformational leadership can be applied to either culture (Bass & Stogdill, 2008).

From a practical application standpoint, a leadership development training program, similar to the one noted in Chapter 2, could be developed for the management at the Hyderabad location. As Bass (1990) has indicated, transformational leadership can be taught; it is not something a person is born with. The focus of the training would be the results of the study relative to Research Questions One and Two and what they mean. Training involving all transformational leadership dimensions but in particular the three dimensions of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration where the managers scored lower. The managers were influential in the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation. All of these findings would be reviewed in the training program.

The leadership development program would be a two or three year training program utilizing various survey instruments and allowing time for practical application of the principles taught throughout the program. The survey instruments would be conducted at different times during the program to identify the manager's learning needs and evaluate his/her progress in learning and growth as a leader.

First, a self assessment of the managers' leadership style would be conducted using the MLQ 5X survey. If this program is provided to the Hyderabad site, the results from this study can be utilized to compare how the managers view themselves as leaders with how they are viewed by the followers. For other sites, the MLQ 5X

would be given to both the managers and the followers to conduct a comparison specific to the site.

Limitations of this Study

There are some limitations identified in this study. A random sample of 178 people were invited to participate in the study. Although there were 99 participants, five were excluded due to a “no response” rate of >10% bringing the sample size to 94 participants (53%). This raises the question: Why did 79 people choose not to participate in the study? Even though this sample size is acceptable for a viable study, an increased sample size is desirable in research (Creswell, 2008). A larger sample size can add more depth to the statistical testing and provides more exposure to the population. In this case, the researcher had to work within the parameters of the organization’s population.

There was missing data because participants chose not to respond to some questions. Although participants with a “no response” rate exceeding 10 % were excluded from the study (five participants), there were some participants who chose not to respond to some questions. The reasons they chose not to respond to all the questions are unknown.

Because the study involved a single setting and a small sample, the question of generalization may be asked (Marczyk et al., 2005). Future research could include a multiple of research sites and an increase in the sample size. This could extend the implications of the findings from the sample to a larger Indian population.

Table 4.1 illustrates there are a total of 74 male participants or 79%, and 20 female participants or 21%. This study did not determine what the differences are, if any, between male and female participants. To evaluate the differences, one possibility

would be to conduct an analysis of the mean scores and percentiles for each group. Further discussion with company officials on the recruitment and hiring of male versus female IT workers could add insight on the lower female participation rate. Women in India have struggled within society to obtain similar rights as their male counterparts (Guhu, 2007). Undoubtedly, Indian women have made some strides (Guhu, 2007) but the question is; what have those advancements done for them in the world of working in industry in India? The answer to this question may provide insight into how they responded to the MLQ 5X and the Job Satisfaction Survey (JSS) and if gender has an influence on the means and percentiles.

The study included descriptive statistics to measure the means scores and percentiles of the participants concerning the five transformational leadership dimensions (MLQ 5X). Pearson's correlation was also conducted to determine the relationship between Indian transformational leadership and the job satisfaction of Indian followers. An Analysis of Variance (ANOVA) could have been included to test the differences among the means of the five transformational leadership dimensions (Creswell, 2008). The range of means were 2.14 to 2.60 and the standard deviations were closely together. ANOVA compares the variances within each group or dimension with the variance between groups or dimensions (Burns & Groves, 1992). From here, an interpretation could be made about what the means are telling us.

A case was made for statistical testing of the sample's demographics. A case can also be made that a lack of such testing in the study is a limitation. The study provided the characteristics of the sample, however, to determine if relationships exist

between the demographics and other variables in the study would have added to its depth.

In Chapter 1 cultural heterogeneity was discussed as a potential limitation to the study. This study was not concerned with statistically testing variables such as Indian religions, languages, or caste systems. Information about the characteristics of the study's sample was included in Chapter 4. Future research could include cultural heterogeneity variables to determine the influence or relationship on Indian transformational leadership and the job satisfaction of Indian followers.

Implications for Future Research

The topic of Indian leadership and Indian followers present many research opportunities in the field of global leadership (Cappelli et al., 2010). As evidenced by the literature review, there are few studies of Indian transformational leadership and no research of the relationship between Indian transformational leadership and job satisfaction of Indian followers. This study is a starting point for examining this relationship in other Indian companies.

Indian companies may find this research significant as a measure to improve employee relations. The rationale for this significance was discussed in Chapter 1. The findings showing a positive correlation between transformational leadership of the managers and job satisfaction of the Indian followers support consideration of transformational leadership programs as a strategy to improve employee retention. The programs should teach the managers how to practice transformational leadership utilizing the five dimensions.

The MLQ 5X survey measures both transformational leadership and transactional leadership. Even though study participants answered questions pertaining to both

types of leadership by completing the MLQ 5X, this study only examined transformational leadership and job satisfaction. The questions from the MLQ 5X survey addressing transactional leadership were removed from the data analysis. Future research could include both sets of data from the MLQ 5X when studying leadership and job satisfaction at this company. The Job Satisfaction Survey includes 36 items composing nine variables including: Pay, Promotion, Supervision, Benefits, Contingent Rewards, Operating Procedures, Co-workers, Nature of Work and Communication. This study utilized the total scores of the JSS in the data analysis. Future studies could examine the individual variables of the JSS comparing them to the MLQ 5X dimensions.

This study was the Indian followers' perspective of the Indian managers. Future studies could compare how the Indian managers view themselves by completing the MLQ 5X. Further research investigating why the followers did not perceive the managers as possessing the dimensions of Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration could be useful to the company

Demographic information of the participants including age, gender, years of service and language was obtained. Future research could include statistical testing of the demographics to examine if there are differences between the relationship of transformational leadership and job satisfaction and the demographic categories. The average age of the participants was 30 years old, ranging from 24 years old to 42 years old. Considering the age of working adults to be between 21 years and 65 years old this sample population was relatively young. For future research, one could consider if there is a difference between the relationship of transformational leadership and job satisfaction in younger Indian followers versus older Indian followers. The genders of

this sample were primarily male with 74 of the participants or 79% being male and 20 of the participants or 21% being female. It would be interesting to explore the differences between the responses of Indian males versus the responses of Indian females to determine if gender has any influence on the results. This was also noted as a limitation of the study.

The study could be replicated in other cultures. In Chapter 2, the GLOBE Project was included in the literature review (House et al., 2004). Additional research could examine the relationship of the cultural dimensions from the GLOBE project with the findings from the MLQ 5X. For example: Some assumptions might be drawn from the cultural dimensions of Humane Orientation and the transformational leadership dimension of Individualized Consideration. Humane Orientation is a cultural dimension which encourages and rewards individuals for being fair and generally caring to other individuals (House et al., 2004)

Although, Individualized Consideration is about the leader's view of the person as a unique individual rather than just a member of the group, it is also about the leader teaching, coaching and helping the follower develop his/her strengths. Interestingly, the leaders in this study scored lower in Individualized Consideration. This might be explained by the Indian society as being more collectivist in nature as evidenced by the high score of In-Group Collectivism in the GLOBE project where the needs of the organization are more important than those of the individual. On the other hand, this paper examined how there is evidence of the younger Indian generation becoming more individualistic. Further research is needed to explore this idea.

Summary

The theory of transformational leadership is important to the foundation of the field of global leadership (Dunn et al., 2012). The five dimensions of transformational leadership describe the attributes and behaviors of leaders considered to be transformational. Transformational leaders are successful in: sharing the company's vision and mission; inspiring and motivating the followers; empowering the followers and stimulating their efforts to be innovative and creative; and are concerned about the needs of the followers for achievement and growth. All of these characteristics of transformational leaders are expected to positively affect the followers' performance outcomes. Organizations with leaders who possess these qualities may result in more satisfied employees leading to higher employee retention. Understanding how the followers view their managers as leaders with respect to the transformational leadership dimensions help an organization understand what motivates them.

Spector (1985, 1997) developed the Job Satisfaction Survey (JSS) and identified a relationship between job satisfaction and employee turnover and other employee issues. Research exists demonstrating a relationship between transformational leadership, its influence on the followers within an organization and their job satisfaction. The relationship of the leadership and job satisfaction within an organization is important to help the organization understand why followers are dissatisfied which may lead to them leaving the company. This study focused on transformational leadership and job satisfaction and did not examine other types of leadership or the specific issues of the employees.

Transformational leadership and job satisfaction has been studied universally but the researcher found there was no research of Indian transformational leadership

and the relationship of job satisfaction and Indian followers. India is a major player in the global economy. Employee turnover is a problem in Indian organizations, particularly in Indian IT companies (Yiu & Saner, 2014). This study of transformational leadership and job satisfaction involved a large Indian IT consulting company headquartered in Hyderabad, India. The company has offices throughout the world, with a multinational strategy for continual expansion (Eda, 2015). The results from this study showed that the Indian followers (employees) perceived the managers as modest transformational leaders in the dimensions of Idealized Influence (Behaviors) and Inspirational Motivation; and less transformational leaders in Idealized Influence (Attributes), Intellectual Stimulation and Individualized Consideration. However, a significant positive correlation was found between the relationship of the five dimensions of transformational leadership and job satisfaction in this Indian company. Thus, the managers are practicing transformational leadership and it is influencing the employees' satisfaction with their jobs. This may help to explain their modest rate of employee turnover (Eda, 2015). This information could be helpful to the company in continuing to improve employee relations, employee engagement, and further reducing employee turnover. And, it may be useful in the research of other Indian organizations and replicated in other cultures.

The Global Leadership Model (GLM) developed by Dunn et al. (2012) illustrates how transformational leadership is an important theory of global leadership. This model and Ungson and Wong's (2008) model of global strategic leadership found in Chapter 2 played a role in the researcher's definition of global leadership. Both models stress the complexity of global leadership and working in cross-cultural settings and crossing national boundaries. Global leadership is evolving, and like

transformational leadership, will continue to take shape with input from both scholars and practitioners.

Today one cannot pick up a paper, or listen to the news or invest in the marketplace without hearing about the global economy. The global economy will continue to expand and it will take leadership to navigate through it. Hence, research such as this is a necessity to help organizations in dealing with the global economy. The researcher showed how transformational leadership played a keen role in a large Indian IT consulting company. The Indian IT industry is the largest in the world, and India itself is emerging in the global economy (Friedman, 2007).

The Indian IT consulting company has operations across the globe and can be considered a major IT company internationally. As such, this study adds to the knowledge base of transformational leadership in a global context. It can serve as a model for scholars and practitioners to pursue further research in Indian transformational leadership and the job satisfaction of Indian followers from other Indian companies and make comparisons globally. Furthermore, followers' research is just taking hold, and this research contributes to that body of research as well.

Bass and Stogdill (2008) emphasized the need to conduct leadership research from the followers' perspective. The authors provide many research ideas concerning the followers' perspective on the leader. The authors raised questions relating to follower empowerment, follower competence, the effective follower, and the successful follower. The study focused on the influence of Indian transformational leadership on the job satisfaction of Indian followers from the followers' perspective. From that point of view, the study is in favor of Bass and Stogdill's research outreach

to more investigation of the follower. But it is suggested that future research also include the managers' perspective using the MLQ 5X as a tool.

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Appendix A

Multifactor Leadership Questionnaire (MLQ) (5X – Short)

Rater Form

Sample Form (Not permitted to include the entire form in this dissertation.)

For use by Timothy Iorio only. Received from Mind Garden, Inc. on February 20, 2015

Multifactor Leadership Questionnaire Rater Form

Name of Leader: _____ Date: _____
 Organization ID #: _____ Leader ID #: _____

This questionnaire is used to describe the leadership style of the above-mentioned individual as you perceive it. Answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.** Please answer this questionnaire anonymously.

Important (necessary for processing): Which best describes you?

I am at a higher organizational level than the person I am rating.

The person I am rating is at my organizational level.

I am at a lower organizational level than the person I am rating.

Other than the above.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

The Person I Am Rating...

1. Provides me with assistance in exchange for my efforts.....	0	1	2	3	4
2. *Re-examines critical assumptions to question whether they are appropriate.....	0	1	2	3	4
3. Fails to interfere until problems become serious.....	0	1	2	3	4
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.....	0	1	2	3	4
5. Avoids getting involved when important issues arise.....	0	1	2	3	4
6. *Talks about his/her most important values and beliefs.....	0	1	2	3	4
7. Is absent when needed.....	0	1	2	3	4
8. *Seeks differing perspectives when solving problems.....	0	1	2	3	4
9. *Talks optimistically about the future.....	0	1	2	3	4
10. *Instills pride in me/for being associated with him/her.....	0	1	2	3	4
11. Discusses in specific terms who is responsible for achieving performance targets.....	0	1	2	3	4
12. Waits for things to go wrong before asking action.....	0	1	2	3	4
13. *Talks enthusiastically about what needs to be accomplished.....	0	1	2	3	4
14. *Specifies the importance of having a strong sense of purpose.....	0	1	2	3	4
15. *Spends time teaching and coaching.....	0	1	2	3	4

Continued →

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Appendix B

Job Satisfaction Survey

<p align="center">JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994. All rights reserved.</p>		
	<p align="center">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>	<p align="center">Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

Appendix C

Invitation & Survey Procedure – Employee

Re: Research Project at YASH Technologies

Dear Employee,

As a doctoral student at Indiana Tech in Fort Wayne, Indiana (United States), YASH Technologies has graciously agreed to let me conduct a survey(s) of a random sample of 150 employees in Hyderabad, India as part of my research study on Indian leadership and employee job satisfaction.

This is to inform you that you have been randomly selected to participate if you agree to do so. The following is a highlight of the process.

- Informed consent – by clicking on the survey link below, you will be in agreement with the terms stated above. Please keep in mind that you do not have to participate.
- Complete two surveys – The MLQ 5X survey (section 1) will be used **to rate your manager** and the JSS survey (section 2) will be used **to rate your job satisfaction**. Four additional questions will be asked at the bottom of the JSS survey for you to complete as well. All information obtained from you will be kept confidential. **The no log-in survey link can be found in this email.**
Just click onto it.
- **Please complete and submit the surveys by August 21, 2015.**

Thank you very much for your participation. For further questions, please feel free to contact me at 419-349-1518 (U.S.) or TIorio@01indianatech.net

Sincerely,
Tim Iorio, Ph.D. Candidate, Indiana Tech

Appendix D

Informed Consent

Incorporated in Invitation and Survey Procedure (Employee), Appendix C.

Appendix E

Permission for MLQ 5X

For use by Timothy Iorio only. Received from Mind Garden, Inc. on February 20, 2015

Sample Item Letter



www.mindgarden.com

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material for his/her thesis or dissertation research;

Instrument:

Authors:

Copyright:

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any other published material.

112

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Appendix F**Permission for JSS**

Tlorio01@indianatech.net

Tue 2/24/2015 1:14 PM

Dr. Spector, many, many thanks for your permission. I will abide by your requirements and will be certain to share the results and a copy of my final dissertation with you. It is indeed a privilege to be using your work. Thank you once again. I will stay in

REPLYREPLY ALLFORWARD

Mark as unread

Spector, Paul <pspector@usf.edu>

Tue 2/24/2015 10:11 AM

To:

Tlorio01@indianatech.net;

Cc:

Schaffer, James B <JBSchaffer@indianatech.edu>;

You replied on 2/24/2015 1:14 PM.

Dear Tim:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms in the Scales section of my website

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Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor

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