

**TRANSFORMATIONAL LEADERSHIP
BEHAVIOUR IN SELECT IT COMPANIES
IN INDIA**

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DECLARATION

I, Miss. Ujvala Madhukar Hanjunker, hereby declare that this thesis for Ph.D. Degree in Commerce titled **“Transformational Leadership Behaviour in Select IT Companies in India”** is a bonafide record of original research work done by me under the guidance and supervision of Professor K. G. Sankaranarayanan Director, Research Centre, Narayan Zantye College of Commerce, Bicholim-Goa and that the same has not been previously formed the basis for the award of any degree, diploma or certificate or similar title of this or any other University. I have duly acknowledged all the sources used by me in the preparation of this thesis.

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CERTIFICATE

This is to certify that the Ph. D thesis titled '**Transformational Leadership Behaviour in Select IT Companies in India**' is a bonafide record of the original work done by Miss. Ujvala Madhukar Hanjunker, under my guidance and supervision and the same has not been previously formed the basis for the award of any degree, diploma or certificate or similar title of this or any other University.

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Miss. Ujvala M. Hanjunker

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TRANSFORMATIONAL LEADERSHIP BEHAVIOUR IN SELECT IT COMPANIES IN INDIA

ABSTRACT

Leadership is the most important area of research and it has significance in every walk of life. The rapidly changing technology driven era of the twenty first century requires new insights about leadership and leadership talent. Transformational leadership behaviour has proved to be of great importance in business, particularly in the IT industry. In the IT companies, it is necessary that the leader should be effective and charismatic so that he is able to lead from the front and initiate his employees to adopt the same techniques and take risks. This research highlights the importance of Transformational leadership behaviour and relationship with emotional intelligence and team reflexivity of team leaders and creativity and Organizational citizenship behaviour of team members in IT companies in India.

Extensive research till date shows that transformational leadership behaviour plays an important role in team reflexivity, emotional intelligence, change management, creativity and OCB of employees. Overall, the literature shows mixed findings of the relationship between transformational leadership behaviour and various variables under study. The literature shows that there have been a number of valuable studies of transformational leadership behaviour in various areas like private and public organisations, the petro-chemical industry, the pharmaceutical industry, education, banking, construction, etc. But major findings indicate a positive relationship between emotional intelligence and transformational/transactional leadership. The literature also concludes that transformational leadership is positively and significantly related to employees' creativity and OCB. Transformational leadership also influences team

reflexivity. Change management and transformational leadership behaviour are positively related to each other.

However, some theorists disagree, at least at the current state of research, that leaders' emotional intelligence predicts leadership behaviour. Also leadership behaviour does not lead to team reflexivity, change management, creativity and OCB of employees. This conflict results in a gap in literature of study. This deficiency justifies the need for this research study, to further examine and confirm if the relationship exists between leaders' emotional intelligence and leadership behaviour and also to examine the relationship between transformational leadership behaviour and all the variables such as team reflexivity, change management, the creativity and organisational citizenship behaviour of employees in IT companies in India.

This study is based on Primary Data. Primary data was collected from IT companies located in Goa, Mumbai, Bangalore, Pune and Hyderabad on the basis of concentration of IT companies based on judgement sampling. To measure leadership behaviour Multifactor Leadership Questionnaire (MLQ) 5X short was used. The Emotional & Social Competence Inventory (ESCI) is a "360°" survey developed by Dr. Daniel Goleman while working with Emotional Intelligence (1998). Team reflexivity questionnaire Scale, Change management scale from Managing Change Questionnaire, W. Warner Burke Associates, Inc, creativity questionnaire from creativity audit questionnaire of Creativity Development and Innovation Training Package for small and Medium Sized enterprises and Organisational Citizenship Behaviour checklist were used for data collection. For collecting primary data, a survey was conducted with the help of a Pre-tested structured questionnaire during the period from October 2016- November 2018. The pilot study was conducted during the period from July 2015 to July 2016. For the purpose of the study, total respondents were 802 which include 400 team leaders/project leaders and 402 team members. The Cronbach's alpha was used to measure the reliability of data.

Data was analysed using SPSS software (21.00) Regression analysis was used to examine the relationship between Leadership behaviour i.e. transformational, transactional, and laissez-faire and variables under study.

The results of the study from the perception of team leaders indicate that they exhibited transformational leadership behaviour most often in IT companies in India, followed by transactional and laissez-faire leadership behaviour whereas the perception of team members reveals that team leaders exhibit transactional leadership most often, followed by transformational and laissez-faire leadership behaviour.

There is a significant relationship between emotional intelligence and transformational leadership behaviour in IT companies in India. Emotional intelligence is significantly and positively related to transformational leadership behaviour and transactional leadership behaviour. Emotional intelligence is not significant and negatively related to laissez-faire (avoidant) leadership behaviour.

It also shows that there exists a significant positive relationship between transformational leadership behaviour and team reflexivity i.e. task and social reflexivity. The analysis results reveal that there is a significant positive relationship between laissez faire and task reflexivity and social reflexivity.

It is found that transformational leadership behaviour leads to effective management of change in IT companies in India. With regard to transactional leadership behaviour, it showed positive relation but not significant. Whereas with regard to laissez-faire leadership the results reveal that laissez-faire leadership is positively related but not significant. Thus we can conclude that laissez-faire leadership does not significantly influence changes happening in IT companies.

Further it is found that there is a statistically significant positive relationship between idealised Influence, intellectual stimulation and creativity of team members in IT companies in India. With regard to transactional leadership, it does not influence creativity of team members in IT companies in India. Further, laissez-faire leadership behaviour show that there exists a significant positive relationship with creativity of team members.

The study shows that there exists a positive relationship between transformational leadership behaviour and OCB of team members but relationship is not significant and there is a significant positive relationship between factors of transactional leadership and OCB of team members in IT companies in India. With regard to laissez-faire leadership results show that there exists a significant positive relationship between the laissez-faire leadership and OCB of team members.

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LIST OF ABBREVIATIONS

- MLQ- MULTIFACTOR LEADERSHIP QUESTIONNAIRE
- TL – TRANSFORMATIONAL LEADERSHIP
- II- IDEALISED INFLUENCE
- IM-INSPIRATIONAL MOTIVATION
- IS- INTELLECTUAL STIMULATION
- IC- INDIVIDUALISED CONSIDERATION
- TRL – TRANSACTIONAL LEADERSHIP
- CR- CONTINGENT REWARD
- MBE- MANAGEMENT BY EXCEPTION
- LF – LAISSEZ-FAIRE LEADERSHIP
- IT- INFORMATION TECHNOLOGY
- EI – EMOTIONAL INTELLIGENCE
- CM- CHANGE MANAGEMENT
- CR- CREATIVITY
- OCB – ORGANISATIONAL CITIZENSHIP BEHAVIOUR
- ESCI-EMOTIONAL & SOCIAL COMPETENCE INVENTORY

CHAPTER I

INTRODUCTION

CHAPTER I

1. INTRODUCTION

Leadership is the most important area of research and it has significance in every walk of life. It has significance not only in politics but it has gained importance in business, education as well as social organisations. Leaders must be ready to discourse the changes that are happening as a result of the globalisation of the market. Due to the globalisation there is instability in the business markets, there is also change in consumers wants and desires, and communication is becoming more diverse and complex;(Bass& Avolio, 1992).These changes call for leaders and organisations that are able to respond to continuous changes in resources, technologies marketing methods and distribution systems.

The rapidly changing technology driven era of the twenty first century requires new insights about leadership and leadership talent. We have to move towards an era in which leadership is an organisational capability and not an individual characteristic that a few individuals at the top of an organisation have. Leadership only at the top was acceptable in the old economy and in the traditional bureaucratic organisations. Organisations need to focus on broadening their leadership talent by not just targeting leadership development activities to a few individuals who have the potential to be senior corporate executives. If leadership is to become a true organisational capability, it needs to be diffused throughout the organisation. This means training and development in this important area of human capital as well as in the area of technical expertise and knowledge. Regardless of the concerned organization's size or structure, most leaders strive to maximise the performance of their followers in order to achieve organisational goals. Indeed, leadership has been defined in terms of mobilizing the workforce towards attaining organisational goals (Yukl, 1998). It is not surprising that considerable attention has been focused on attempting to motivate the workforce towards this end.The style of the leader is considered to be particularly important in achieving organisational goals, with research consistently demonstrating the

benefits of transformational leadership style over the more traditional forms, such as transactional leadership style. The transformational leadership paradigm is the most researched area of leadership over the last decade (Lowe and Gardner, 2000). As a result, the research has created considerable knowledge about the transformational leadership phenomenon.

Information Technology (IT) is one of the most difficult, challenging and demanding fields today. It is also a critical part of the industry due to its contribution to the country's economy and as such, demands the highest skills from its leaders.

1.1 CONCEPT OF LEADERSHIP

Leadership is a process by which a person stimulates others to accomplish an objective and directs the organization in a way that makes it more organized and logical meaningful. Many people think leadership is something that only the formal leader does. However, leadership can be viewed as any act by any group member that advances the effectiveness of the group. If a leader has the desire and willpower, one can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. A dedicated leader inspires his workers towards higher levels of teamwork. There are certain things that an effective and dedicated leader must be, know, and, do. These do not come naturally but are acquired through continual work and study. Effective and dedicated leaders are continually working and studying to improve their leadership skills. While leadership is learned, the skills and knowledge possessed by the leader can be influenced by his or hers attributes or traits, such as beliefs, values, ethics and character. Knowledge and skills contribute directly to the process of leadership while the other attributes give the leader certain characteristics that make him/ her unique with regard to his /her skills, knowledge, and attributes. The role of leadership and the function of leadership differ. The difference between the role of leadership and the functions of leadership is that, the role of leadership refers to a position of authority in some organisational

hierarchy, whereas the functions of leadership are the various activities carried out to achieve the organisational goals.

1.2 QUALITIES OF LEADERSHIP

According to John C Maxwell, “A leader is one who knows the way, goes the way, and shows the way.” Irrespective of how you define a leader, he or she can prove to be a difference maker between success and failure. A good leader has a futuristic vision and knows how to turn his ideas into real-world success stories. To become a good leader, one must have all these qualities but if one lack some of these qualities, then one might struggle to make the mark in the world of leadership. Commitment, passion, empathy, honesty and integrity, good communication skills and decision-making capabilities play a vital role in success and failure of a leader. Innovation and creative thinking, as well as a futuristic vision, are a couple of key traits which make a leader stand out. The following are some of the important leadership qualities that separate good leaders from bad ones:

- **Honesty and Integrity**- The supreme quality of leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.” Honesty and integrity are two important ingredients which make a good leader.
- **Confidence** -To be an effective leader one must be confident enough to ensure that other follow his /her commands. If one is unsure about his/her own decisions and qualities, then his /her subordinates will never follow one.
- **Inspire others**- Probably the most difficult job for a leader is to persuade others to follow. It can only be possible if one inspire his /her followers by setting a good example.
- **Commitment and Passion**- His/her teams look up to one and if one wants them to give them their all, one will have to be passionate about it too. It will

help one to gain the respect of his/her subordinates and infuse new energy in his /her team members, which helps them to perform better.

- **Good Communicator-** A good communicator can be a good leader. Words have the power to motivate people and make them do the unthinkable. If one uses them effectively, one can also achieve better results.
- **Decision-Making Capabilities-** Apart from having a futuristic vision, a leader should have the ability to take the right decision at the right time. A leader should think long and hard before taking a decision but once the decision is taken, stand by it.
- **Accountability-** According to Arnold H Glasow, “*a good leader is one who takes the responsibility for the failure and takes no credit for success*”. It is absolutely essential to make sure that every one of his /her subordinates is accountable for what they are doing. Holding them accountable for their actions will create a sense of responsibility among his/her subordinates and they will go about the business more seriously.
- **Delegation and Empowerment-** Tasks have to be delegated tasks to his/her subordinate to see how they perform. They should be provided them with all the resources and support they need to achieve the objective and give them a chance to bear the responsibility.
- **Creativity and Innovation-** “Innovation distinguishes between a leader and a follower.” Creative thinking and constant innovation is what makes one and his/her team stand out in the crowd.
- **Empathy-** Last and very importantly, is empathy. Leaders should develop empathy with their followers. Understanding the problems of his/her followers and feeling their pain is the first step to becoming an effective leader. Even that is not enough until one works hard and provides his/her followers with a the suitable solution to their problems.

1.3 RECENT TRENDS AND DEVELOPMENTS IN CORPORATE LEADERSHIP

Leading companies are changing the way that they are doing things in response to competitive pressures and advances in technology. Here are some of the areas that are experiencing change.

- **Corporate Culture: Less focus on hierarchical reporting, more on teamwork.**

Leading companies are focusing less on hierarchical structures and more on teams working together to create new services, products, policies and so on. Cloud computing is making it easier for all employees to access work, enabling them to work remotely while still staying connected to their team.

- **Goodbye to the annual “happiness” survey.**

The traditional, annual “happiness” survey is departing is being replaced with a more comprehensive approach to determining employee satisfaction that includes a combination of surveys, interviews and focus groups. These research methods are proving more accurate in determining employee satisfaction levels as well as how to improve them. For example, organizations are better able to determine the extent to which employees feel engaged and free to innovate, are aligned with the corporate direction, and believe in the company’s values.

- **Social Collaboration and Social Media.**

Social collaboration is helping employees and teams interact and share information to achieve common goals. This includes Twitter, LinkedIn, Facebook and WhatsApp. It facilitates “brainstorming” and facilitates the creation of new ideas in an unrestricted environment; allowing anyone to get involved in discussions and share knowledge. Despite this trend, many organizations are still using document sharing, discussion forums, and blogs. They continue to print and file many documents. Collaboration can be increased through tools such as Zoom, Uber Conference and others social media applications.

- **Employee Development: Individualized Employee Development Planning.**

Organizations often bring groups of employees together to participate in a workshop, listen to a webinar or attend a lunch and learn. These are great collaborative and engaging platforms for employee development but are not enough. Employees are constantly adapting to organizational changes, job changes, professional changes, and so on, and don't all have the same learning style or pace of learning. The trend is towards individualized employee development plans to enhance the traditional models by providing employees an opportunity to learn at their own pace. It requires leaders to be cognizant of the needs of each employee as well as their own departmental goals and to structure learning that best meets both individual and collective needs. Individual learning can also be done through coaching and mentoring. Technology has enabled employees to access this around their own schedules and to tap into the best global resources. This trend is having a positive impact on overall employee engagement and retention.

- **Strategic Planning and Development: Getting stakeholder engagement at the front-end of the strategic planning process.**

Strategy has never been more challenging or more important than in today's environment of global competition in which corporate strategies must transcend the borders of nations and markets. Too many organizations try to be everything to everyone, wasting resources in markets that may never provide them with a worthwhile return on investment. There is no one perfect strategic planning model for each organization. The trend in strategy development is to focus on a more integrated approach; one that engages employees, customers and suppliers at the front-end of the process to ensure the final strategies reflect the needs of the entire organization, not just the vision of its leaders. This creates a renewed focus on customers, innovation, engagement, retention and performance.

- **Goal Setting: Goal Setting that's more than SMART.**

The process of setting goals has always been awkward and rigid. The traditional method of “SMART” goals has been around for over 50 years and directs leaders to set goals that are specific, measurable, attainable, relevant and timely. It has proven to be more of an obstacle than helpful because leaders tend to become more concerned with meeting all the elements of the acronym than with the goal itself. This has led to many executive leaders and salespeople consistently failing to achieve both professional and personal goals. Current thinking is to set specific, difficult goals with tight deadlines. Goals can be created by individuals and/or with their manager. Employees will create goals to align with their manager's. However, employees shouldn't limit their goal setting only to those that directly align with their managers. They must also create their own goals, always ensuring their goals are shared or they will easily be overlooked.

1.4 REVOLUTION IN INFORMATIONAL TECHNOLOGY

Origin of Information Technology (IT)

ICT is an acronym that stands for **Information and Communications Technology**. ICT is the integration of information processing, computing and communication technologies. ICT covers any product that will store, retrieve, manipulate, transmit or receive information electronically in a digital form and is concerned with the products.

Information Technology consists of the study, design, advanced development, accomplishment, support or administration of computer foundation information systems, mostly software application and computer hardware. Information Technology works with the use of electronic computers and computer software to renovate, defend, development, and broadcast and other information. Information Technology has overstuffed to cover many features of computing and technology, and this word is more familiar than ever before. Information Technology subject can be quite large, encompassing many fields. IT professionals perform different

types of responsibilities that range from installing applications to designing complex computer networks.

IT professionals' responsibilities are data management, networking, database, software design, computer hardware, management and administration of whole system. IT is combined word of computer and communications or "InfoTech". Information Technology illustrates any technology which helps to manufacture, manipulate, accumulate, communicate or broadcast information. Recently it has become popular to broaden the term to explicitly include the field of electronic communication so that people tend to use the abbreviation **ICT (Information and Communications Technology)**.

The term "information technology" evolved in the 1970s. Its basic concept, however, can be traced to the World War II alliance of the military and industry in the development of electronics, computers, and information theory. After the 1940s, the military remained the major source of research and development funding for the expansion of automation to replace manpower with machine power.

Since the 1950s, four generations of computers have evolved. Each generation reflected a change to hardware of decreased size but increased capabilities to control computer operations. The first generation used vacuum tubes, the second used transistors, the third used integrated circuits, and the fourth used integrated circuits on a single computer chip. Advances in artificial intelligence that will minimize the need for complex programming characterizes the fifth generation of computers, still in the experimental stage.

The first commercial computer was the UNIVAC I, developed by John Eckert and John W. Mauchly in 1951. It was used by the Census Bureau to predict the outcome of the 1952 presidential election. For the next twenty-five years, mainframe computers were used in large corporations to do calculations and manipulate large amounts of information stored in databases. Supercomputers were used in science and engineering, for designing aircraft and nuclear reactors,

and for predicting worldwide weather patterns. Minicomputers came on to the scene in the early 1980s in small businesses, manufacturing plants, and factories. In 1975, the Massachusetts Institute of Technology developed microcomputers. In 1976, Tandy Corporation's first Radio Shack microcomputer followed; the Apple microcomputer was introduced in 1977. The market for microcomputers increased dramatically when IBM introduced the first personal computer in the fall of 1981. Because of dramatic improvements in computer components and manufacturing, personal computers today do more than the largest computers of the mid-1960s at about a thousandth of the cost. Computers today are divided into four categories by size, cost, and processing ability. They are supercomputer, mainframe, minicomputer, and microcomputer, more commonly known as a personal computer. Personal computer categories include desktop, network, laptop etc.

The origin of IT industry in India can be traced to 1974, when the mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS), to export programmers for installing system software for a U.S. client. The IT industry originated under unfavourable conditions. Local markets were absent and government policy toward private enterprise was hostile. The industry was begun by Bombay-based conglomerates which entered the business by supplying programmers to global IT firms located overseas.

During that time Indian economy was state-controlled and the state remained hostile to the software industry through the 1970s. Import tariffs were high (135% on hardware and 100% on software) and software was not considered an "industry", so that exporters were ineligible for bank finance. Government policy towards IT sector changed when Rajiv Gandhi became Prime Minister in 1984. His New Computer Policy (NCP-1984) consisted of a package of reduced import tariffs on hardware and software (reduced to 60%), recognition of software exports as a "delicensed industry", i.e., it would henceforth be eligible for bank finance and freed from License-Permit Raj, permission for foreign firms to set up wholly-owned, export-dedicated units and a project to set up a chain of software

parks that would offer infrastructure at below-market costs. These policies laid the foundation for the development of a world-class IT industry in India.

Today, Indian IT companies such as Tata Consultancy Services (TCS), Wipro, Infosys, and HCL etc. all are renowned in the global market for their IT prowess.

Some of the major factors which played a key role in India's emergence as key global IT player are:

- **Indian Education System**

The Indian education system places strong emphasis on mathematics and science, resulting in a large number of science and engineering graduates. Mastery over quantitative concepts coupled with proficiency in English language has resulted in a skill set that has enabled India to reap the benefits of the current international demand for IT.

- **High Quality Human Resource**

Indian programmers are known for their strong technical and analytical skills and their willingness to accommodate clients. India also has one of the largest pools of English-speaking professionals.

- **Competitive Costs**

The cost of software development and other services in India is very competitive as compared to the West.

1.5 TYPES OF LEADERSHIP

1.5.1 THE TRANSFORMATIONAL LEADERSHIP

According to James MacGregor Burns (1978), "*leadership as either transactional or transformational*". In transactional leadership, leaders are lead by social exchange. According to Burns (1978), "*politicians lead by "exchanging jobs for votes or subsidies for campaign contributions"*". Similarly, transactional business leaders give monetary benefits to the employees for the productivity or punishments or limits the financial benefits for non-productive work. Transformational leaders are those who encourage and instigate subordinates to

attain uncommon outcomes and also to improve their leadership skills and capabilities. A transformational leader develops followers to attain growth. Once followers become leaders they respond to the needs of individuals subordinates and empower them for attaining goals and objectives of each and every individual as well as overall organization.” (Bass & Riggio, 2005, p3)

Bass (1985) presented the term "transformational" in place of "transforming" and further enhanced original concepts of Burns.

In the early 1990's, Bass and Bruce Avolio, through an empirical study, mapped the most common leadership approaches of managers and military commanders. They placed transformational and transactional leadership on a continuum and defined more stages at the passage between the two leadership approaches. This model is called "The Full Range of leadership." In addition to transformational and transactional leadership, the Full Range of Leadership model also includes laissez-faire (or non-leadership) behaviour.

1.5.2 BACKGROUND OF TRANSFORMATIONAL LEADERSHIP

“The different people have recognised the leadership concept in a different way. It also includes historians, political scientists, and sociologists who have studied the leadership that seen the social exchange between leaders and subordinates. According to Weber (1924/1947) “examination of charisma” showed such results. But giving reward or compensation for the desired behaviour was supported by suggested by psychology and economics. Leadership is considered as an exchange relationship. Many researchers stated that contingent reward is reasonably effective in under many situations. Further it was observed that, management-by-exception (active) shows various effects whereas passive management-by-exception is contradicted as an effective act of leadership. According to Levinson (1980), “*subordinates will feel like a jackass leader’s rewards for the accepting the standards set by the organisations and punishment for the failure to comply agreed terms and conditions or standards set by the organisations. Further*

leadership addresses the follower's sense of self-worth to engage in commitment and involvement in the effort at hand". (Bass &Riggio, 2005, p.4)

“Transformational leaders show new ways for improvement and progress of the organisation by analysing new ideas. Transformational leaders transform their followers, empower them to develop and create new needs, tendencies, and values. Therefore, the followers may grow, develop and change to leaders. (Bass &Riggio, 2005, p.4)

The characteristics of transformational leaders identified in the literature review are given below:

Bass, 1985, summarized the characteristics of Transformational Leadership as follows:

- i) Idealized Influence: It involves those leaders who show power and self-confidence by acting as role models for their employees. Idealized leadership is presented in two forms i.e. Idealized attributes under which the leaders are respected, trusted, and admired by their followers and colleagues. Secondly, idealized behaviour by which the leaders persuade followers to share risks, and persistently handle matters related to ethics, standards, values, and conduct.
- ii) Individualized Consideration: Transformational leaders are observant to others' needs so as to support followers in achieving a higher performance level. Through coaching and mentoring the leaders target the development of the employee.
- iii) Inspirational Motivation: Leaders inspire and motivate their followers by bestowing understanding and meaning to the work environment and objectives. The leaders utilize powerful communication to build a team atmosphere with a common future vision.
- iv) Intellectual Stimulation: Leaders encourage their followers to use creativity and innovation for developing new methods for reaching objectives and goals. They also stimulate problem-solving ability and critical thinking for performance improvement.

Bennis and Nanus (1985) reported that a transformational leader's vision inspires their followers by giving meaning to their work and making them realize that they are a part of the enterprise. It facilitates people in understanding and enhancing the quality and speed of making decisions, broadening employee discretion and increasing the ability to take initiatives. They highlighted the characteristics of Transformational Leadership as:

- i) Idealized Influence: This involves the influential abilities of the leader so as to become a role model for their followers.
- ii) Inspirational Motivation: This involves the motivational abilities of leaders so as to become an inspiration for their followers.
- iii) Intellectual Stimulation: This involves encouraging abilities of leaders so as to stimulate their follower's creativity and innovation abilities.
- iv) Individualized Consideration: This involves the mentoring abilities of leaders so as to encourage the followers at individual levels.

Schein (1985) highlighted the characteristics of Transformational Leadership as:

- i) A Focus of Attention: It is considered an important factor as whatever the leaders continuously pay attention to, control, react emotionally indicates their own priorities, assumptions, and goals.
- ii) Goal-directed Activity: Goals epitomize the mission and aid the resolutions on the list. In that process, formulation of goal also often discloses unresolved matters or lack of accord around more intense issues.
- iii) Modeling of Positive Behaviour: This includes emphasizing on joint responsibilities and rights, minimizing avoidable conflicts and embarrassment, boosting the use of relevant choices etc.
- iv) Emphasis on Human Resources: This involves fabricating company resources and capabilities with prominence on indefinite human capital, which is the firm's storehouse of valuable skills and knowledge. Leaders should be able to manage

this important firm's resource by evaluating present resource stocks and making modifications such as adding and deleting e.g., layoffs, human resources.

Podsakoff et al. (1996) found the traits of Transformational Leaders to be:

i) Vision: A leader with a vision shows the effect of expressing a vision on commitments towards an organization in the form of group cohesiveness.

ii) Role Model: It involves giving task feedback. It could be a kind of an alternative to a suitable set standard which shows the trust of employees in their leader.

iii) Cooperation: Leader should substitute the process of expressing his or her own vision, over employee's perception about his/her role clarity; by sharing experience, giving training and providing knowledge.

iv) Leader's Expectation: There must be a certain distance of the leader from the employee as it could act as an enhancer for high-performance expectations. Along with that task, feedback could also be used.

v) Individual Support: The leader must show indifference to organizational rewards for gaining employee's trust.

vi) Intellectual Stimulation: This involves the subordinate's professional orientation.

Avolio, Bass and Jung (1999), by taking into consideration two interacting higher order factors for representing the transformational possible reward factors for leadership, reduced the hidden interactions. They enhanced the discriminant efficacy between the higher-order factors of transformational leadership like charisma, inspirational and intellectual stimulation. So they found that transformational leaders should have:

i) Charisma ii) Intellectual Stimulation iii) Individualized Consideration

Leithwood and Jantzi (2000) argued that transformational leadership depends on motivation at high levels and commitment toward solving problems linked with the implementation of reformed initiatives. So, Leithwood and Jantzi (2000) found the following characteristics of Transformational Leaders important:

- i) Vision and Goal
- ii) Intellectual Stimulation
- iii) Individualized Support
- iv) Symbolized Professional Practices and Values
- v) Demonstrate High-Performance Expectations
- vi) Develop Structures to Foster Participation in Decision-Making

Hay (2006) found the following traits of Transformational Leaders:

- i) Idealized Influence: It involves charismatic vision and behaviour that inspires others to follow.
- ii) Inspirational Motivation: It involves the capacity to motivate others to commit to the vision.
- iii) Intellectual Stimulation: It involves encouraging innovation and creativity.
- iv) Individualised Consideration: It involves giving instructions for the specific needs of followers.

He concluded that through idealized influence (charisma), inspirational motivation, intellectual stimulation and individualized consideration, transformational leaders can promote performance beyond expectations with great possibility while bringing about huge changes within organizations and individuals.

1.5.3 FACTORS / COMPONENTS OF TRANSFORMATIONAL LEADERSHIP

Burns postulated that transformational leaders inspire followers to accomplish more by concentrating on the followers’ values and helping the followers align these values with the values of the organization. Furthermore, Burns identified transformational leadership as a relationship in which the leader and the follower motivated each other to higher levels which resulted in value system having congruence between the leader and the follower.

“Transformational leaders act in a way that they accomplish higher and better outcomes by introducing various dimensions of transformational leadership”. (Bass & Riggio, 2005, p.5)

The following chart shows the factors of transformational leadership behaviour.

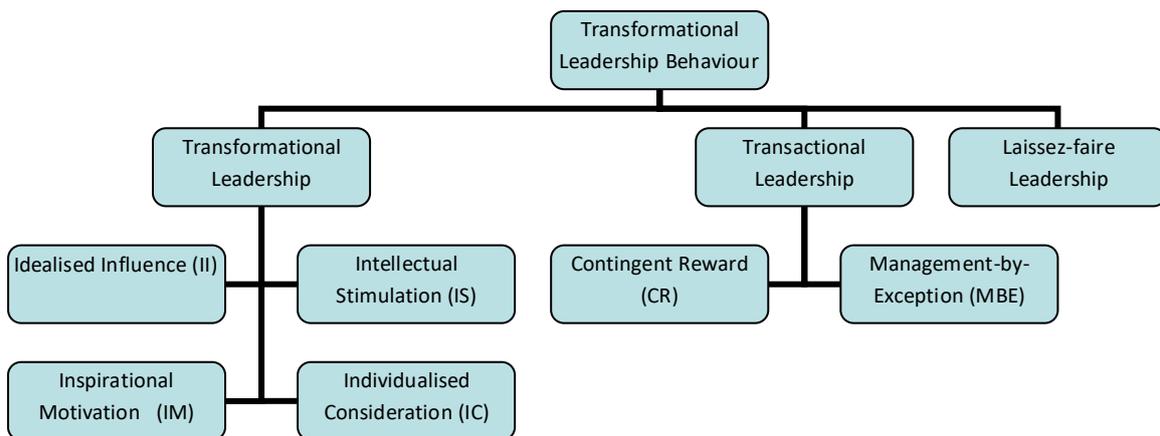


Figure 1. Transformational Leadership Behaviour

Bass identified transformational leadership behaviour which represent four basic factors or “I’s” of transformational leadership.

1.5.3.1 IDEALIZED INFLUENCE (II)

Idealized influence is further classified into two sub-categories, the idealized attribute, and idealized behaviour. Idealized attributes relate to the perception of followers regarding leaders’ personality as being a powerful person having influential traits while idealized behaviour relates to the behaviour of leaders that

is influential and idealized by the followers. Transformational behaviour of leaders makes the followers to behave in a way like leaders i.e. leaders are role model for their followers. The leader makes aware of the vision and mission statement of the organisation. Such leaders are trusted, appreciated and praised by the subordinates. (Bass &Riggio, 2005, p.6)

1.5.3.2 INSPIRATIONAL MOTIVATION (IM)

Transformational leaders act and motivate subordinates to perform better in their work and he inspires them to accept challenges. Team spirit is developed. It includes developing and communicating an appealing vision, using symbols and images to focus the efforts of subordinates, and modelling behaviour that are deemed appropriate. (Bass &Riggio, 2005, p.6)

1.5.3.3 INTELLECTUAL STIMULATION (IS)

Transformational leaders motivate subordinates to become creative in their work. He inspires to look at the problem in new ways. It increases awareness of problems and influences followers to view problems from a new point of view. A transformational leader tries to challenge the belief and values of followers. In addition, they are also encouraged to take intellectual risks and to question assumptions. Subordinates are offered new and challenging tasks and they are motivated to look at the problems in new way. (Bass &Riggio, 2005, p.7)

1.5.3.4 INDIVIDUALIZED CONSIDERATION (IC)

“The transformational leader act as a coach and mentor by providing attention to each individual subordinates need for achievement and growth. Leader gives personal attention to the problems of the follower. It also helps to create different learning opportunities and supportive climate. Each individual needs and desires are recognised and studied for the improvement of individual. The leader's behaviour shows differences in a different ways such as giving more encouragement, more freedom and s more task structure. A good communication

between the follower and leaders is established and encouraged. One to one interactions with followers are encouraged. The leader also lent's his ear to understand personal problems of individuals effectively. The leader delegates the task to develop subordinates and similar job are supervised and additional guidance and suggestions are provides and progress of the followers is assessed". (Bass &Riggio, 2005, p.7, Bass et. al., 2003)

1.5.4 TRANSACTIONAL LEADERSHIP

In transactional leadership leader rewards the subordinates on the basis of the subordinate's performance. Burns, (1978) explains that these transactional leader-follower relationships are based on cost-benefit concerns whereby leaders concentrate on brokering transactions comprising of mutual promises and rewards. This type of leadership style is mainly concerned with the exchange of one thing for another in a relationship where an individual's needs are met in the form of reward on the condition that the work objectives provided by the leader are successfully achieved. (Gelaidan 2013).

Transactional style of leadership is theorized to comprise two first-order factors: contingent reward and management-by- exception. The contingent reward may be called as constructive transactions that identify the leader behaviour focused on identifying the clear tasks along with the expected rewards to be received on accomplishment fulfilling the spirit of exchange between the parties. Management-by-Exception (Active) that is an active and corrective transactional role defines active vigilance performed by the leaders to ensure that the right and timely accomplishment of planned objectives. Management-by-Exception (Passive) that is a passive and corrective transactional role defines leaders who tend to interfere only if non-compliance with standards is identified or if the mistakes have already happened.

1.5.4 FACTORS OF TRANSACTIONAL LEADERSHIP

1.5.4.1 CONTINGENT REWARD (CR)

“This type of leadership is reasonably effective to accomplish the goals of the organisation by encouraging and motivating the subordinates. In Contingent reward leadership the leader informs the subordinates or followers the terms and conditions of the work and rewards and incentives offered in exchange for carrying out work satisfactorily. Contingent reward is transactional when the reward is a monetary one like bonus. The contingent reward becomes transformational; the reward in the form of praise or appreciation from the leader” (Antonakis, Avolio, & Sivasubramaniam, 2003, Bass & Riggio, 2005, p.8)

1.5.4.2 MANAGEMENT-BY-EXCEPTION (MBE)

Management by exception (MBE) is a practice where only significant deviations from a plan are brought to the attention of management. Management by exception is classified as management by exception (active) and management by exception (passive). In active Management by exception, “*the leader actively checks the deviations from standards, mistakes in the subordinate’s tasks and to take corrective action as and when required*”. Whereas in Management by exception -Passive leader waits passively for deviances from standards and faults of the followers and then takes corrective action”. MBE-active is useful in situations where safety is considered as utmost important for the organisation. Also MBE- passive is required to be followed when leader supervised the many number of followers who are reporting to the leaders”. (Bass & Riggio, 2005, p.8)

1.5.5 LAISSEZ-FAIRE LEADERSHIP (LF)

Laissez-faire leadership means absence of leadership. This type of leadership is most inactive and ineffective according to almost all research on the style. Required decisions are not made as and when needed in the business organisation. No actions are taken on time. There is ignorance on the part of leaders about their responsibilities. Authority remains unused. This type of leadership is considered

the most passive component and the least effective form of leader behaviour. (Bass & Riggio, 2005, p.9)

1.6 EMOTIONAL INTELLIGENCE (EI)

Operative leadership is vital for any organization's success, and hence, the ability to identify and define operative leadership is very important. Technical expertise, excellent performance, and recognised experience are no longer the only yardstick of effective leadership. Today effective leaders are distinct by inspiring and motivating others, fostering a positive work environment, understanding, and managing emotions, creating bonds, communications, influence and so on.

Emotional Intelligence (EI) associates a leader's cognitive abilities with their emotional state. The ability for leaders to recognize the impact of their own emotions on their decision making is important if a leader is to make sound decisions based on the best interests of the organization. A leader must be able to read emotions in his/her employees and in peers in order to be as effective as possible.

Due to the complexity of organizational change and the role emotions play in changes like global expansion, job eliminations, leadership changes, and the work stressors of routine work, the EI of managers and how they manage their associates in taking their organizations forward depends on effective leadership. Emotional intelligence abilities, capacities, and skills are becoming vital and inevitable almost in all works of life ranging from effective leadership, building teams, social skills, developing human potential and performance, and economic and political life. The rules have changed. Companies are pulling down their structure and decreasing the number of second and third level management. Organizations are entering other national boundaries. Decisions are being pushed down the chain of command and solutions need to be identified sooner. Employees are being asked to do more than ever before. There has been a paradigm shift and a different kind of leadership is needed. These changing

organizational structures offer more prospects for competence and effectiveness, inspiring and rewarding work, and accomplishment of goals.

To be an effective leader, a person needs to understand and skilfully manage his emotions appropriately based on each person or situation and understand the emotions of others. Research findings so far indicate that attention to emotion-related aspects of working and learning environments, and a focus on bolstering the EI skills of individuals, can contribute to more productive, supportive, and healthy professional and academic experiences.

1.6.1 CONCEPT OF EMOTIONAL INTELLIGENCE

Emotional intelligence is also called as Emotional Quotient. Emotional intelligence as a term didn't come into vernacular until around 1990. Despite being a relatively young term, (came around 1990) interest in the concept has grown tremendously over the last 20 years.

In the 1930s -the psychologist Edward Thorndike described the concept of "social intelligence" as the ability to get along with other people. During the 1940s, psychologist David Wechsler proposed that different affective components of intelligence could play an important role in how successful people are in life. The 1950s saw the rise of the school of thought known as humanistic psychology, and thinkers such as Abraham Maslow focused greater attention on the different ways that people could build emotional strength. In 1975, Howard Gardner introduced the concept of multiple intelligences. In 1985, the term "emotional intelligence" was first used in a doctoral dissertation by Wayne Payne. In 1987, an article published in Mensa Magazine, Keith Beasley used the term "emotional quotient." Some suggest that this is the first published use of the phrase, although Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis. In 1990, psychologists Peter Salovey and John Mayer published their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*. In 1995, the concept of emotional Intelligence was popularized

after the publication of psychologist and New York Times science writer, Daniel Goleman’s book, “Emotional Intelligence: Why It Can Matter More Than IQ”.

Mayer and Salovey (1990) defined emotional intelligence (EI) as, “*the ability to monitor one’s own and others’ emotions, to differentiate among them, and use the information to guide one’s thinking and actions*”. (Grewal & Salovey 2005).

1.6.2 DIMENSIONS OF EMOTIONAL INTELLIGENCE

Emotional Intelligence is considered important for business leaders because if they are insensitive to the mood of their subordinates, employees or team, it can create frustration and, therefore, not get the best out of people. Under Goleman’s (1998, 2000, 2004) approach, emotional intelligence was further observed and investigated in this research using two main categories, personal and social competencies, and four sets of dimensions, self-awareness, self-management, social awareness, and relationship management (Bradberry & Greaves, 2009; Bradberry & Su, 2006; Macaleer & Shannon, 2002). According to Goleman (2004), each emotional intelligence competence and dimension describes desired behaviour, capabilities, or skills that differentiate great leaders from the rest (depicted in figure1). These competencies and dimensions are unique contributions to leaders’ job performance and can draw, to some extent, on certain others (Goleman, 2004, Macaleer & Shannon, 2002).

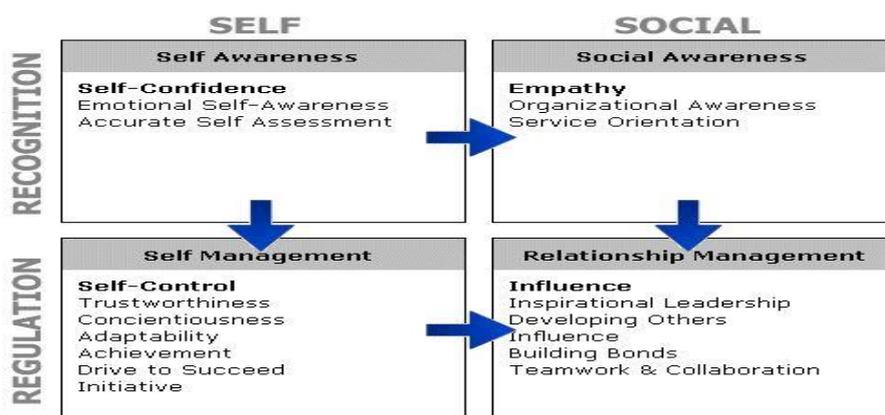


Figure 2. Goleman’s Four core Emotional Intelligence Dimensions.

Goleman's definition of emotional intelligence proposes four broad domains of EQ which consist of different competencies:

1. Self-Awareness

- Emotional self-awareness: Reading one's own emotions and recognizing their impact.
- Accurate self-assessment; Knowing one's strengths and limits.
- Self-confidence; A sound sense of one's self-worth and capabilities

2. Self-Management

- Emotional Self-control: Keeping disruptive emotions and impulses under control
- Transparency: Displaying honesty and integrity; trustworthiness
- Adaptability: Flexible in adapting to changing situations or overcoming obstacles
- Achievement: To take the initiative for improving performance to meet inner standards of excellence
- Initiative: Readiness to act and seize opportunities.
- Optimism: Seeing the upside in the events.

3. Social Awareness

- Empathy: Sensing others' emotions, understanding their perspective, and taking an active interest in their concerns.
- Organizational Awareness: Reading the currents, decision networks, and politics at the organizational level.
- Service: Recognizing and meeting follower, client, or customer needs.

4. Social Skills/ Relationship Management

- Inspirational leadership: Guiding and motivating with a compelling vision.
- Influence: Wielding a range of tactics for persuasion.
- Developing Others: Bolstering others' abilities through feedback and guidance.
- Change Catalyst: Initiating, managing and leading in a new direction.
- Conflict Management: Resolving disagreements.

- Building Bonds: Cultivating and maintaining a web of relationships.
- Teamwork and Collaboration: Cooperation and team building.

Goleman (1998) analyzed numerous studies of outstanding performers in hundreds of organizations across the globe. He found that about two-thirds of the abilities that set star performers apart from the rest are based on emotional intelligence; the remaining one third that really matters relate to raw intelligence and technical expertise. That is, without emotional intelligence, a person can possess outstanding education and training, superior analytical skills, and necessary experience, but he or she still will not make a great or effective leader (Goleman, 2004).

Boyatzis (2008, 2009) studied and found that research published over the last 30 years has shown that leaders, managers, and advanced professionals who possess cognitive competencies, emotional intelligence, and social intelligence distinguish themselves and outperform others. Furthermore, Lam and O'Higgins (2012) discovered that past research indicates intelligence quotient alone only explains 4-10 percent of accomplishment at work.

Emotional intelligence, on the other hand, is twice as important as one's technical skills and intelligence for jobs at all levels. Additionally, Lam and O'Higgins (2012) found from their research and previous studies that intellectual intelligence contributes about 20 percent of the factors that determine life success, leaving 80 percent to emotional intelligence and other factors.

Barling, Slater, and Kelloway (2000) found that Emotional Intelligence comprises of characteristics such as understanding one's emotions, knowing how to manage them, emotional self-control, understanding others' emotions or empathy, and managing relationships.

Lubit (2004) categorized EI into two major components such as personal competence and social competence. Personal competence consists of self-awareness and self-management (i.e., the ability to manage effectively the identified feelings). Social competence consists of social awareness (the ability to

understand what others feel) and relationship management (having the skills to work effectively in teams).

1.6.3 IMPORTANCE OF EMOTIONAL INTELLIGENCE

“Emotional intelligence plays very significant role and is accepted worldwide and in almost all types of organizations. It is one of the important qualities of an employee to produce good results. It brings about change in the organization and it also brings better performance of organization. It also helps to show deep-rooted links between the various skills of employees’ and emotional competencies.” (Goleman 1995). A person who is an emotionally intelligent has a deeply rooted sense of self i.e. he is aware of his emotions and he can manage his emotions in better way. This self-rooted behaviour helps them in understanding other people’s emotions which in turn helps to keep focus, and understanding what is most important. It helps to retain a positive viewpoint almost all the time. They are successful in whatever they choose to do and have high work performance and personal productivity levels which leads to enjoying greater job satisfaction.

According to Lubit (2004) social competence, a component of emotional intelligence is considered to be important as it is very valuable for teams.

Welch (2003) found that emotional intelligence enables teams to boost their performance. In an era of teamwork, it is important to figure out what makes teams work. He further observed that individuals as well as effective teams are emotionally intelligent ones. An emotional intelligent team can improve and gain higher levels of emotional intelligence. He also found and compared teams with identical aggregate IQ; teams with high levels of EI outperformed teams with low levels of EI by a margin of two to one. He focused on two main points. Firstly, there is evidence that emotional intelligence in teams is a significant factor. Secondly, there is the assertion that EI can be developed. He projected that these five emotional intelligence team competencies build on individual EI skills: inclusiveness, adaptability, assertiveness, empathy, and influence. However, these skills are not enough on their own. Trust is the base of teamwork. It helps to have

truly joyous undertaking and it allows people to examine where they can improve without becoming self-critical or defensive.

According to Vakola, Tsaousis, and Nikolaou (2004), emotional intelligence provides an enhanced understanding of the affective implications of a change of policy in an organization. More specifically, they claimed that employees/subordinates with low control of emotions react negatively towards the projected changes since they are not well equipped to deal effectively with the demands and the affective consequences of such a stressful, emotionally expensive procedure. In contrast, employees with the ability to use their emotions appropriately usually decide to reframe their perceptions of a newly introduced change program and view it as an exciting challenge.

Bardzill and Slaski (2003) stated that organizational leaders must recognize the importance of emotionally intelligent behaviour and reward it actively. Positive reinforcement of an emotionally intelligent environment ensures the development of a service-orientated climate.

Leaders with high emotional intelligence will be able to use positive emotions to visualize major improvements to the working of an organization. Also, a leader high in emotional intelligence is able to precisely evaluate how their followers feel and use this information to influence their subordinates' emotions. This will help to know how subordinates are receptive and supportive of the goals and objectives of the organisation. (Schwartz, 1990).

In the present-day, IT (Software) companies in India are undergoing considerable changes, in response to the changing business environment. In an IT Industry, it is necessary that the leader should be effective and charismatic so that he is able to lead from the front and initiate the followers to adopt the same technique and take risks.

1.7 TEAM REFLEXIVITY

Teams have become the basic and important building blocks of any successful organizations, especially for the increasing numbers of organizations operating in dynamic and complex environments. Team-based organizations can respond speedily and efficiently in the ever-growing and fast-changing environments. Teams help organizations to develop and deliver products and services quickly and cost-effectively, enables organizations to learn, and also promote positive outcomes such as creativity, innovation, etc. (Cohen & Bailey, 1997; West, 2004). An increasing number of teams in the organizations perform intellectual and cognitive tasks with information processing a central aspect of their work, making it important to identify factors that influence the effectiveness of those teams. In order to work effectively, it is important for teams to coordinate the actions of team members.

West and his colleagues found that reflexivity (a concept related to team learning) has been identified as an important determinant of effectiveness of complex decision-making teams (West, 1996; West, Garrod, & Carletta, 1997, Schippers, 2004; Schippers, Den Hartog, Koopman, & Wienk, 2003; Schippers, Den Hartog, & Koopman, 2007; Schippers, Edmondson, & West, 2006; West, 2000). West noted that when team members collectively reflect upon their objectives, strategies, processes and wider environments; and plan to adopt these aspects of their task to functional worlds and make changes accordingly, teams will be more effective. Team reflexivity is divided into Task and Social reflexivity. The following diagram shows graphical representation of team reflexivity.

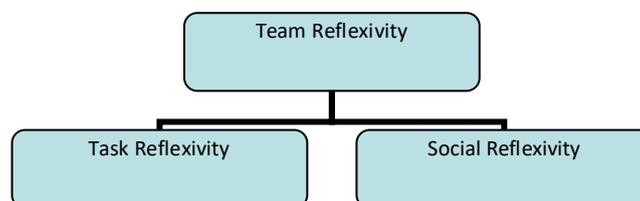


Figure 3. Types of Reflexivity

1.7.1 TASK AND SOCIAL REFLEXIVITY

Although reflexivity can be operationalized at the individual level (e.g. as a cognitive style, of. Petzold, 1985), it is more typically thought of as a group process.

Team Reflexivity construct is defined as “the extent to which group members overtly reflect upon, and communicate about the group’s objectives, strategies (e.g., decision-making) and processes (e.g., communication), and adapt them to current or anticipated circumstances, and make changes accordingly, but also includes good conflict handling, social support, support for team members’ growth, and a healthy social climate” (Carter and West, 1998; Swift and West, 1998; West, 1996, 2000, 2003). Non-reflexive teams display little awareness of the team objective, strategies, the environment in which they operate, and the well-being of its members. Reflexive teams show more thorough planning, give more attention to long-term consequences, provide more support to members, and reflect more upon how conflicts are resolved and what the overall social climate of the team is.

Swift and West (1998) compared task and social reflexivity. Task reflexivity refers to reflexive behaviour with respect to the team’s task. It is a reflection believed to enable teams to develop optimal performance strategies, to detect deviation from expected results, and to adapt team functioning to changing demands. On the other hand, social reflexivity denotes the extent to which teams reflect on the social processes within the teams. In social reflexivity, the team reflects on integrating divergent opinions, constructively dealing with conflict, and promoting the well-being of its members.

Till date, the majority of the empirical studies focus only on task reflexivity and recent theoretical works do not separate social and task reflexivity. It speaks about ‘group task reflexivity’ (West, 2003). Despite the decline of research on social reflexivity, it addresses another important aspect of team effectiveness, that is, how team members deal with each other.

1.7.2 TASK REFLEXIVITY

Team performance is linked with two main parts of team functioning: task-related process and social related process. It is not only important for them to perform their tasks, but also the way team members work together in a team. The social side of teamwork mainly refers to the capability to deal with conflicts, review member social support, and promote the well-being and development of its members (Carter and West, 1998).

Group behaviour works analyzed that task reflexivity is a significant instrument for evaluating the most current environment in order to apply the best course of action (Hoegl and Paeboteeah, 2006), especially if the environment of the team is unreliable.

West (1996) suggested that task reflexivity has a direct positive effect on team task effectiveness. This is because such teams with high task reflexivity are more likely to achieve group goals, particularly in changing circumstances when they continually engage in a process of openly discussing what they are doing, how they are doing it, and how well they are approaching team objectives.

Task reflexivity is the association of adaptive cognitive processes and their implementation. West (2003) presented task reflexivity as a process combining three critical aspects: an exchange and reflection on information (including discussion of goals, strategies, processes and past performance), a plan aspect (revising goals and processes, and changing strategies) and an action or adaptation aspect (adjusting actions in order to adapt to environmental changes). The effectiveness of task reflexivity depends on the interaction of these three aspects. Task reflexivity is a quality that teams may or may not possess. Task non-reflexive teams do not pay much attention to the appropriateness of team objectives, strategies, or changes in their environment. They have a tendency to react defensively to changes and fail to anticipate environmental changes. Task reflexive teams help members to clarify and develop appropriate goals which in turn foster team members' commitment to them, and share the same vision of goals and focus their attention on achieving those goals. Research has confirmed

the vital importance of clear and shared goals for team performance. The literature reveals that a task reflexive team is able to keep the team effective and focused on internal and external circumstances, recognize how certain current ways of operating can be obsolete because of environmental changes, monitor and become aware of how the team works together and develop and implement improvement plans that respond to emerging conditions and challenges; and enhance satisfaction, commitment, group information elaboration, and team performance.

1.7.3 SOCIAL REFLEXIVITY

Social reflexivity is associated with the social functioning of a team and it deals with interpersonal relations and strengthens collaboration among team members, which leads to better performance. West (1996) discovered that social reflexivity plays an important role in the well-being, satisfaction of team members, and team viability. Psychological safety appears to be an important prerequisite for dealing with problems in teams (Edmonson, 2004). Carnevale and Probst (1998) presented that the participants who expected to take part in a tense session showed a higher level of cognitive flexibility and creativity. To be effective, team members should actively focus upon their objectives, regularly reviewing on the circumstances they work in, ways of achieving objectives and the methods of working – ‘task reflexivity’. At the same time, in order to promote the well-being of team members, the teams must reflect upon the ways in which it provides support to members, how conflicts are resolved and what is the overall social climate of the team- or its ‘social reflexivity’. The purpose of these reflections should be to provide action steps to change the team's objectives, ways of working, and social functioning, in order to promote effectiveness.

1.7.4 TRANSFORMATIONAL LEADERSHIP AND TEAM REFLEXIVITY

At the team level, reflexivity is defined as the extent to which group members overtly reflect on, and communicate about the group’s objectives, strategies, and processes, and adapt these to current or anticipated circumstances. Research

carried out and found reflexivity to be positively related to subjective as well as objective measures of team performance in several countries, including the UK (Carter & West, 1998), Australia (Hirst et al., 2004), China (Tjosvold, Tang, & West, 2004), Israel (Somech, 2006), and the Netherlands (Schipper, 2004; Schipper et al., 2003).

The converging evidence that reflexivity feeds into team performance suggests that organizations may improve team performance by fostering team reflexivity. Team leaders carry the responsibility of the team's day-to-day functioning and should be especially well-positioned to influence team processes like reflexivity. Gerick and Hackman (1990) put forth that a team leader might help the team to develop meta-routines, which prompt members to initiate a re-evaluation of first-level routines regularly and timely, and thus become more reflexive.

Hirst et al. (2004), studies, the role of team leadership in engendering team reflexivity and found that leader behaviour was positively related to team reflexivity, which in turn affected customer ratings of team performance. Somech (2006), who found that both directive and participative leadership moderated the relationship between functional heterogeneity and team reflexivity, and that team reflexivity, in turn, influenced innovation in a sample of health care teams. However, the notion that leaders may engender rethinking or reflexivity by fostering a shared vision, is found in theories of transformational leadership in particular.

Transformational leadership behaviour is that which transforms followers by stimulating them to go beyond self-interest through altering their morale, values, and ideas, and motivating them to perform expectations (Bass, 1985; Yukl, 1999). The inspirational, charismatic, and intellectual stimulation aspects of transformational leadership seem especially important for team reflexivity. For instance, through intellectual stimulation, transformational leaders encourage followers to consider new points of view and question old assumptions (Bass, 1985). Leaders stimulating "rethinking" in a way to stimulate their team to be

reflexive, instead of asking them to adopt the leaders' vision without question (cf. Tourish & Pinnington, 2002).

Transformational leaders articulate a vision that describes a better future and is congruent with the values of followers. The leader's personal example serves as a model of the kind of behaviour required to attain the vision. The importance of a shared vision as a motivating force is found in both, team literature (e.g., West, 2000) and leadership literature (Jung & Sosik, 2002; West, 2000).

1.8 CHANGE MANAGEMENT

In today's business world, change and managing it successfully has become the topmost priority of business organizations. The reasons for such change management are that organizations stand in a state of accelerated development and high turnovers. Moreover, change occurs everywhere with an increasing and complex rate so that leadership and change might have become one of the big challenges facing modern organizations.

Many researchers have expressed that the subject of effective leadership strategy has to be continuously updated (Michael 2008). Therefore, the organization should not rely heavily on managers, but it requires the existence of a leaders' ability to motivate and convince individuals regarding the organization's vision and mission and to make the correct change (Marai 2008). The ability to deal with change effectively requires leadership behaviour to coincide with the work of the organization that is described by Burns (1978) as transformational leadership. Recently, this subject has occupied the interest of the researchers as the concept of transformational leadership has become a basic element in modern organizations. Change management is considered one of the most important challenges that the management faces, which requires crucial planning and providing resources to cope with both internal and external variations in business environment and to find suitable solutions.

The identified change trends are globalisation, information technology and managerial innovation (Brown & Harvey, 2006; Chew & Choo, 2008).

Technological development has contributed to changing customer preferences in the competitive business world. This competitiveness has forced firms to revise their business strategies and employee work behaviours to sustain their competitive edge.

The causes of organisational change include external and internal factors. Some common external factors are technological innovations, political dynamics, economic changes, governmental issues, and customer preferences. Some internal factors are organisational dynamics, inadequate administrative processes, individual expectations, structure and person-focus (Harigopal, 2001; Kreitner & Kinichi, 2001; McShane & Glinow, 2000).

According to Tuchman and Anderson, change management is the process that involves moving the organization from its present situation to another desirable situation during a transitional period. Change is a fundamental trait of transformational leadership, as in the current leadership literature, transformational change is based on the change that will be made in the behavior and attitudes of followers (Bass 1985).

Transformational leadership is an appropriate leadership style for dealing with organizational change (Bass and Riggio, 2006; Eisenbachetal., 1999). Transformational leadership facilitates how followers cope with change (Callan, 1993) and bolster followers' commitment, self-efficacy, and empowerment during change (Bommer et al., 2005). Transformational and transactional leadership styles are separate yet complementary (Bass, 1985). Transformational leadership is at the base of and adds to the effect of transactional leadership (Bass, 1999; Avolio, 1999). During the change, charismatic (transformational) leadership provides a psychological focal point for followers by offering a role model that shows desired actions. Instrumental (transactional) leadership ensures compliance and consistency with the commitment generated by charismatic (transformational) leadership behaviour (Nadler and Tushman, 1989). (Holten and Brenner, 2015).

Literature, speaks of several ways through which a transformational leader can allow for a successful organizational change. These are as follows:

- To create a feeling of urgency reflects the creation of a strong ground to manage the effort to change. Few workers understand the necessity of a change and unite their efforts to practice this by showing a conscious organization. Workers who display such activities are referred to as the champions of change. A transformational leader contributes to the creation of confidence and communication environment by assembling these kinds of workers and assessing the problems and opportunities of the organization.
- To provide precise guidance includes the activities to gather the people who are eager for change and to encourage the group to work in a team and the guidance activities are undertaken by a transformational leader that contribute to the organizational change process.
- To determine a vision is among the typical characteristics of a transformational leader and it is only possible when the leader, who can anticipate the future and provide innovations, adapts to the changing conditions and pioneers the enterprise.
- To share the vision includes a clear expression of the vision of a transformational leader and his or her sharing the excitement with the workers. In this way, it will be possible for the workers to commit themselves to work with equal resolution.
- To give authority to the workers to act in line with the vision makes the workers act according to the vision and have a shared goal which increases the motivation of the workers.
- To plan short term gains is important to define the awards and benefits of the organizational change for the workers. This will help to lower the resistance of the workers and increase the tendency to welcome change.
- To execute more changes by reinforcing the improvements is important for a transformational leader to detect the possible outcomes of an organizational change and to monitor the change, to recruit people who can contribute to the vision and allow for new ideas.

- To institutionalize new approaches is important to prevent inactivity and loss of energy and excitement in the workers of the organization and it allows the institutionalisation of the changes.

According to Töremen (2002), the importance of a transformational leader in the organizational change process, the key to change in an organization is the total quality method that adopts an effective leadership and participative management approach. To adopt this approach is accompanied with the facts that the continuity of the training and change is ensured, that communication is improved, that management believes in the change and that workers are motivated (İkinci, 2014).

1.9 CREATIVITY

Creativity is acknowledged as one of the critical competencies for 21st century organizations. Almost all organizations face a dynamic environment characterized by rapid technologically-driven ones. Hence there is a need to be more creative and innovative than ever before to survive, to compete, to grow, and to lead. Moreover, creativity has emerged as a new focus as the organization's success and survival depends on its capability to create first-hand knowledge and innovations (Hyypia and Parjanen, 2013).

Different researchers have defined creativity differently; some define it as a personal characteristic and others as a process (Hassan et al., 2013). Creativity is defined as the process of generating unique and useful ideas, which can improve the efficiency and effectiveness of the organization (Gong et al., 2009). Creativity means employees using a variety of their diversified skills, abilities, knowledge, views, and experience to develop new ideas for making decisions, problem-solving, and completion of tasks in effective ways (Cheung and Wong, 2011).

Studies show that employees' creativity can be nurtured by leadership styles as leaders primarily work to initiate employees' creative abilities so they can find creative solutions to complex problems (Mittal and Dhar, 2015). Leadership can be seen as a situational factor that exerts a strong influence on creativity and, in particular, transformational leadership is closely related to employees' creativity.

Transformational leaders may inspire subordinates to go beyond their capabilities in providing a better way of completing their tasks and solving problems (Cheung and Wong, 2011).

Jung (2001) found that “*transformational leaders help followers to bring forth their creativity as compared to transactional leaders*”. Further research conducted by Jung, Chow, and Wu (2003), “*examined how transformational leadership might affect creativity*”. Firstly, transformational leaders increase followers' intrinsic motivation, which stimulated creativity. Second, the intellectually stimulating Transformational leader encourages followers to think "outside the box". According to Elkinsn& Keller, “*transformational leaders primarily encourage follower creativity and innovation by providing a climate that supports followers' innovative efforts*”. (Bass &Riggio, 2005, p.54)

1.10 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

One of the key elements that enhance the performance of an organization is the organizational citizenship behaviour (OCB) of its employees. OCB is integral to the performance and effectiveness of organizations. It has proved to be an element that has a great impact on the success of organizations. The willingness to go an extra mile for the achievement of the organizational mission is one of the important aspects of OCB. Organizational citizenship behaviour involves a demonstration of behaviour that one freely chooses to engage in activities that promote the effective functioning of an organization that is not necessarily recognised by the formal reward system (Odek, 2018).

Katz (1964) theorized that there are three types of behavior required for organizations to function properly. First, he stated people have to be persuaded to join and remain with the organization. Second, they have to dependably perform their assigned tasks. Lastly, there should be "innovative and spontaneous behavior" helpful in achieving work objectives but go beyond tasks that are formally required. Bateman and Organ (1983) termed such spontaneous acts "citizenship" behaviour and from there, OCB research grew. Organ (1988)

originally defined Organisational citizenship behaviour as *"behaviour of employee that is fully voluntarily and not recognised by the any reward system, formal or informal, and which helps the organisation to function and to grow effectively"*. Allen, et al. (2000) defined OCB as that which represents the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward system. Bolino, Turnley, and Bloodgood (2002) stated OCB as the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organization, and to take a genuine interest in the organization's activities and overall mission. Bolino and Turnley (2003) identified it as an organization's ability to stimulate employee behaviour that goes beyond the call of duty. They found that citizenship behaviour generally includes two things: they are not directly enforceable and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful.

1.10.1 DIMENSIONS OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Organisational Citizenship Behaviour (OCB) is comprised of several different dimensions. Organ (1988) originally identified the following seven OCB components: altruism, courtesy, peace-making, cheerleading, sportsmanship, conscientiousness, and civic virtue. Growing interest in the citizenship behavior field has resulted in an increase in the dimension of the construct. (Humphrey, 2012)

Podsakoff et al. (2000) organized nearly 30 different OCB forms which have a conceptual overlap between the constructs into seven common dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

Helping behavior is identified as an important form of OCB by nearly all researchers in the field. Helping behavior consists of voluntarily helping others

with work related problems or preventing problems from occurring (Podsakoff et al., 2000). Sportsmanship is defined as not complaining when faced with inconveniences or impositions (Organ, 1990). Organizational loyalty consists of promoting, protecting, and defending the organization and staying committed to it through tough times (Borman & Motowidlo, 1993; George & Brief, 1992; Graham, 1991; Podsakoff et al., 2000). Organizational compliance captures those behaviors that are in line with following the rules, regulations, and procedures of the organization regardless of whether someone is watching or not (Borman & Motowidlo, 1993; Graham, 1991; Podsakoff et al., 2000; Smith, Organ, & Near, 1983). Podsakoff et al. (2000) labelled behaviors that involve voluntarily going “above and beyond” what is required for the completion of task-related behaviors as individual initiative. Civic virtue is showing awareness and taking interest in and participating in the organizational process. It accepts the responsibilities of being a part of the organization (Graham, 1991; Organ, 1988).

Later, Podsakoff, MacKenzie, Moorman, and Fetter (1990) developed a scale that showed evidence for the five-factor model. Schnake and Dumler (2003) also highlighted that the five OCB dimensions that have been most frequently examined by researchers. These five dimensions are:

1. Altruism is a voluntary action. It is like helping another person with a work problem, which ultimately benefits the organization (e.g., helping a co-worker who has fallen behind in work).
2. Courtesy involves treating others with respect, preventing problems by keeping others informed of one’s decisions and actions that may affect them and passing along information to those who may find it useful.
3. Sportsmanship is a citizen-like posture of tolerating the inevitable inconveniences and impositions of work without grievances.
4. Conscientiousness is the arrangement of going well beyond the minimum required levels of attendance, optimising resources, and related matters of internal maintenance.

5. Civic virtue is a responsible, constructive involvement in the political process of the organization. It includes not just expressing opinions. It also involves updating on the utmost issues of organisation, informing about regular meetings and also keeping update of ones mails etc.

According to Farh, Zhong, and Organ (2000), the five dimensions of OCB are self-learning, social welfare participation, protecting and saving company resources, preserving interpersonal harmony at the workplace, and compliance with social norms existing in the society.

1.10.2 FACTORS INFLUENCED BY OCB

Podsakoff and MacKenzie (1997) discovered eight positive outcomes enhanced by OCB including co-worker productivity, managerial productivity, and the organizational ability to attract and retain the best people by making it a more attractive place to work and a stable organizational performance. OCB also contributes to the development of trust, mutual obligations and, expectations among the employees in organizations.

- Job satisfaction- It is found that the relationship between job satisfaction and employee citizenship behavior is strong. It was seen to be more than double as strong as the relationship between job satisfaction and employee productivity (Shapiro et al. 2004)
- Interesting work and job involvement- It is found that citizenship levels are markedly lower when employees are engaged in very repetitive and highly standardized tasks. Individuals, who are highly involved in their work, are in fact, more likely to engage in OCB. (Shapiro et al. 2004)
- Trust, organizational justice, and psychological contract fulfilment- Employees who trust their supervisors and their organizations are also likely to exhibit higher levels of citizenship and vice-versa. (Shapiro et al. 2004)
- Organisation justice - OCB emerges, transmits, and persists through the actions of members of the group. Thus, organizational justice is one of the key determinants of OCB. Chen, et al (2005)

- Organizational support- The extent to which employees feel supported and taken care of by their employers, they are likely to repay the organization by engaging in constructive behaviors. OCB is perceived as organizational support, which captures an employee's perception of how well he or she feels of having been treated by the organization. (Shapiro et al. 2004)
- Employee characteristics- Highly conscientious individuals are generally more likely to engage in citizenship behaviors (Shapiro et al., 2004). In addition, employees who are outgoing and generally have a positive outlook on life are often more inclined to exhibit citizenship in the workplace. Similarly, individuals who are empathetic and voluntary are also more motivated to initiate citizenship behaviour at work.
- Other factors- Chen et al. (2005) have shown that highly cohesive groups are more likely to exhibit high levels of OCB. Shapiro et al. (2004) have found that individuals who are team oriented engage in more citizenship behaviour. As per Bolino and Turnley (2003), the findings of several studies indicate that transformational leadership is especially relevant in stimulating employee citizenship behaviour, that is, employees who work for transformational leaders are frequently motivated to go beyond the call of duty for the benefit of their organization. As per Paine and Organ (2000), factors affecting OCB are organizational structure, power distance, cultural group norms, nature of work, and the level of commitment.

1.11 SIGNIFICANCE OF THE STUDY

Transformational leadership behaviour has proved to be of great importance in business, particularly in the IT industry. In the IT companies, it is necessary that the leader should be effective and charismatic so that he is able to lead from the front and initiate his employees to adopt the same techniques and take risks. The importance of transformation lies in the fact that these leaders pay special attention to each and every individual's need for growth and achievement by guiding them as coach and mentor. Transformational leadership style increases the

performance of the organisation, positively linked with customer satisfaction, higher commitment for the subordinates, increases trust in the management, etc. The study will enable understanding of the relation between emotional intelligence, team reflexivity, creativity, and organisational citizenship behaviour and transformational leadership behaviour. This research study intends to examine various aspects like emotional intelligence, team reflexivity, creativity, organisational citizenship behaviour and change management by team leaders and team members in IT companies in India. Thus by examining transformational leadership behaviour in companies which possesses many advantages and is regarded as important by the management, this study hopes to find the predominant type of leadership behaviour i.e. transformational, transactional or laissez-faire in IT companies in India. Further, it tries to observe whether emotional intelligence of team leaders leads to transformational leadership behaviour, transformational leadership behaviour leads to team reflexivity, creativity and organisational citizenship behaviour among the team leaders and team members, and finally whether it leads to effective management of change in IT companies in India.

1.12 STATEMENT OF THE PROBLEM / RESEARCH PROBLEM

Prior research has proven that transformational leadership behaviour affects employee performance and commitment, organizational culture, personal outcomes, job satisfaction, creativity, OCB, change management, etc. In the present-day, the information technology industry in India is undergoing considerable changes in response to the changing business environment. Globalisation, excess workload, change, on-time performance and quality, cultural and regional differences, outsourcing and off shoring, project management, and meeting customer expectations are the challenges faced by IT companies. Therefore, transforming leadership behaviour in order to bring about appropriate change management in the organisational functioning to have a competitive edge becomes inevitable. Thus the question arises here whether transformational

leadership behaviour influences team performance and employee commitment, team reflexivity, creativity, organisational citizenship behaviour in the ever-volatile IT sector. It also raises a question of factors determining transformational leadership behaviour that will bring about change management in IT companies in India.

1.13 OBJECTIVES OF THE STUDY

1. To analyse demographic profile and transformational leadership behaviour in IT (software) companies.
2. To examine the relationship of emotional intelligence of team leaders with transformational leadership behaviour.
3. To examine the relationship between transformational leadership behaviour and the team reflexivity of team leaders.
4. To evaluate whether transformational leadership behaviour will lead to change management in IT companies.
5. To assess the relationship between transformational leadership behaviour and creativity of team members.
6. To assess the relationship of transformational leadership behaviour with organisational citizenship behaviour of team members.

1.14 SCOPE OF THE STUDY

The scope of the study is limited to transformational leadership behaviour in IT (Software) companies in India and how it is useful in managing the change in IT companies in India. The data required for the study have been collected from Software Engineers (employees) working in IT companies in India in managerial and lower level capacities. The survey has been conducted in IT companies located in Goa, Mumbai, Bangalore, Pune and Hyderabad on the basis of the concentration of IT companies in these places based on judgement sampling. The universe of the study consists of Team Leaders/ Project Leaders and Team members/ Subordinates of IT companies all over India.

1.15 OVERVIEW OF THE THESIS

Research presented in this thesis studies the transformational leadership behaviour i.e. transformational, transactional and laissez-faire, the relationship of emotional intelligence and leadership behaviour, leadership behaviour and team reflexivity, organisational citizenship behaviour, creativity of subordinates and change management. The study has been organized in six chapters. A brief outline of each chapter is given below:

Chapter I -Introduction

This chapter is an introduction to the thesis. It establishes the opening discussion of transformational leadership behaviour i.e. transformational, transactional and laissez-faire leadership. It also discusses the relationship between the leadership behaviour and emotional intelligence, team reflexivity, creativity, organisational citizenship behaviour, and change management in the IT (software) companies in India. The chapter throws light on various research aspects such as the objectives, significance, scope and statement of the problem. Lastly, it shows organisation of the thesis of the study.

Chapter II – Review of Literature

This chapter explores exhaustive and comprehensive literature available on the topic of the research study. The chapter gives a detailed review of literature objective wise. Firstly, it looks at different leadership behaviour i.e. transformational leadership, transactional leadership, and laissez-faire leadership. Secondly, it studies the evolution of emotional intelligence and its relationship with leadership behaviour. Studies related to e emotional intelligence in the Indian context are also reviewed. Further, studies related to team reflexivity, change management, and leadership behaviour is also discussed in detail. Studies on organisational citizenship behaviour and creativity of subordinates and leadership behaviour are also discussed. The review of literature allows understanding the gaps in previous researches and opportunities and motivations for adding into the existing literature.

CHAPTER III – Research Methodology

This chapter describes the methodology used to carry the current study. The chapter gives details of the population and the sampling used for the study. It also explains the sample and different demographics used in the study. The research instruments used in the study are explained in detail. Procedures used for data collection and data analyses are also discussed in this chapter.

CHAPTER IV – Analysis and discussion of objectives from the perception of team leaders in IT companies in India.

This chapter gives in detail the analysis of the objectives under study. It starts with a demographic profile of the respondents i.e. team leaders. Further, each objective related to team leaders is analysed. It includes emotional intelligence and transformational leadership behaviour, transformational leadership behaviour and team reflexivity, change management.

CHAPTER V – Analysis and discussion of objectives from the perception of team members in IT companies in India.

This chapter gives in detail the analysis of the objectives under study. It starts with a demographic analysis of the respondents i.e. team members. Further, each objective related to team members is analysed. It includes transformational leadership behaviour and creativity, organisational citizenship behaviour (OCB).

CHAPTER VI – Findings, Conclusion and Summary

This chapter is devoted to findings and conclusion of the study. This chapter also discusses the managerial implications, limitations of the study, and scope for future research in the area of transformational leadership behaviour.

1.16 SUMMARY

Transformational leadership behaviour has proved to be of great importance in business, particularly in the IT industry. In the IT companies, it is necessary that the leader should be effective and charismatic so that he is able to lead from the front and initiate his employees to adopt the same techniques and take risks. It was important that the relationship between emotional intelligence and transformational leadership behaviour (transformational, transactional and laissez-faire) and relationship between transformational leadership behaviour and team reflexivity, change management, creativity and organisational citizenship behaviour of respondents of IT companies in India are examined. Even though these subject matters have been studied previously, findings have still been widely debated and questioned. In the present day, IT industry in India is undergoing considerable changes in response to changing environment. The researcher predicted that, through empirical efforts, this study could provide valuable insights related to various variables under study. The scope of study limited to the IT companies located in Goa, Mumbai, Pune, Bangalore and Hyderabad on the basis of the concentration of IT companies in these places based on judgement sampling. The sample of study consists of team leaders and team members in IT companies. The results should be analyzed and added to the current leadership literature for future emotional intelligence theory development and team reflexivity, change management, creativity and OCB of employee's concepts for the development in IT companies. Moreover, the clarity in the relationship between transformational leadership behaviour and variables like emotional intelligence, team reflexivity, change management, creativity and OCB of employees of IT companies can benefit many organizations and their leaders in the recruitment, talent management, and leadership development practices. As a result, the research findings could help improve the organizations' internal productivity, employees' job satisfaction, and the financial bottom line, so that the organizations can remain relevant and competitive in today's fast changing environment.

CHAPTER II

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

In order to study transformational leadership behaviour i.e. transformational, transactional, and laissez-faire, and to study leaders' emotional intelligence, team reflexivity, change management, creativity of team members and organisational citizenship behaviour in IT (software) companies in India, a review of the past and existing literature on the related topics was necessary. The aim of this chapter is to review the scholarly literature and to position the current research within the existing body of knowledge.

This chapter is divided into seven sections. The first section discusses in general, transformational leadership behaviour i.e. transformational, transactional, and laissez-faire. This section summarizes the various studies related to transformational leadership behaviour in a different industries and companies all over India and abroad. The second section considers the emotional intelligence construct and transformational leadership behaviour. It discusses the literature on emotional intelligence and leadership behaviour in various studies conducted in different sectors.

The third section explores transformational leadership behaviour and team reflexivity. It discusses the various studies related to team reflexivity. It also covers studies related to task reflexivity and social reflexivity.

The fourth section documents the literature on transformational leadership behaviour and change management.

The fifth section of this chapter discusses existing literature on transformational leadership behaviour and creativity.

The sixth section of this chapter discusses existing literature on transformational leadership behaviour and organisational citizenship behaviour (OCB).

The seventh and last section of this chapter summarizes existing empirical research that discusses the possible relationship of transformational leadership behaviour i.e. transformational, transactional, and laissez-faire, with leaders' emotional intelligence,

team reflexivity, change management, creativity of team members and organisational citizenship behaviour in IT companies in India. It also addresses the gap in the literature to justify the need for the present study.

2.1 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR

Leadership is a very multifaceted role. Effective leadership always plays a significant role in the growth and performance of the organization. The concept of 'Transformational leadership' was introduced by Burns (1978) and it was further developed by several people. It is a process of developing people, who in turn, develop their organisations to achieve pre-determined goals. Transformational leadership behaviour includes idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Several studies have been conducted on transformational leadership in India and abroad. Most of these studies reveal positive outcomes for performance of the organization based on transformational leadership.

Vinger, G., Cilliers, F. (2006) observed that leaders exhibit transformational leadership fairly often and they manage change fairly successfully whereas **Givens, R (2008)** in his study on the topic and its impact on organizational and personal outcomes such as organisational citizenship performance, organisational culture, organisational vision, empowerment, job satisfaction, commitment, trust, self – efficacy beliefs and motivation finds that transformational leaders can influence employee behaviour. A study conducted by **Aydogdu, S., & Sigil, B. (2011)** in a pharmaceutical company reveals that transformational leadership behaviour has a positive and significant correlation between the components of organizational culture such as long/short term orientation, masculinity/femininity, power distance, and individualism/collectivism and uncertainty avoidance. **Jandaghi, G., Matin, H. Z., Farjami, A. (2009)** through their comparative study of successful companies and unsuccessful companies describe the problem and its importance and shows how transformational leadership plays an important role in the success of companies.

Riaz, A., & Haider, M. (2010) in their study observed that all variables are positively related to each other. Transactional leadership has a significant relationship to job success, whereas transformational leadership behaviour and job success are highly related to career satisfaction. To conclude, job success is highly dependent on transformational and transactional leadership as compared to career satisfaction. A study conducted by **Ngodo, O. E (2008)** uncovered that transformational leadership approach is capable of producing positive outcomes such as leadership effectiveness, development of organizational citizenship behaviour, follower commitment to the leader, and the organization as well as follower satisfaction on the job.

Phipps, S. T, A, Prieto, & L. C., (2011) established that distinctions in individual personalities influence leadership behaviour in general and transformational leadership in particular. However, not all personality characteristics (openness to experience, conscientiousness, extroversion/introversion, agreeableness, and neuroticism/emotional stability) are significant predictors of transformational leadership. It also suggests that one personality dimension from the Five Factor Model is not always sufficient to predict transformational leadership. Occasionally, the combined effect of several personality traits brings about transformational leadership, and the influence of other variables such as political skill, drives or strengthens the relationship between personality and transformational leadership whereas **Sahgal, P. & Pathak, A. (2007)** uncovered that **leaders** do not emerge as a consequence of events or incidents but through a journey of distinctive life experiences and processes. It concludes with a framework that weaves the backgrounds of leadership that have enabled leaders to accomplish professional growth and success.

Kent, T. W., et al (2010) in their study discovered that men and women leaders display similar traits and men and women do not differ in their general perceptions of others as leaders. In a similar study, **Brandt, T. & Laiho, M. (2013)** studied gender and personality in transformational leadership context and indicated differences in leadership behaviour by gender, in that women exhibited more enabling behaviour and men, more challenging behaviour.

Mehta, S., & Krishnan, V. (2004) revealed that transformational leadership yields high results when soft tactics are used in a strong culture and least outcomes when hard tactics are used in a weak culture. **Krishnan, V. (2001)** made an argument for teaching Indian philosophy in schools and colleges in India to facilitate the emergence of a greater number of transformational leaders who could lift people to higher levels. **Khan, M., et al** in their study revealed that the transformational leadership style has a significant and positive relationship with outcomes such as extra effort, and satisfaction. The transactional leadership style has a significant positive relationship with outcome and satisfaction while there is no significant relationship with extra efforts. The passive/ avoidant leadership style has no significant relationship with outcomes of extra effort, and satisfaction. In short, an educational professional should be more transformational or transactional in order to satisfy the followers and avoid the laissez- faire style as it is not significantly related to follower satisfaction and extra effort.

The study by **Giri, V., & Santra, T. (2008)** revealed that the transformational leadership and transactional leadership styles are positively correlated to organizational effectiveness whereas laissez-faire leadership style is negatively correlated with organizational effectiveness. Further, it was observed that transformational and transactional leadership styles were positively correlated with face to face communication. In a study related to non-profit organizations, **Holloway, J. B., (2012)** analysed and found that some leadership behaviours do have an impact on certain dimensions of organizational climate. In a study of multinational banks operating in India, **Somani, A., & Krishnan, V. (2004)** analysed the relationship between charismatic leadership, job involvement and corporate image building. The study reported that all variables in the study have a significant positive relationship with each other. Also, it found that job involvement fully mediates the relationship between charismatic leadership and customer-focused image building and further reported that job involvement does not moderate the relationship between charismatic leadership and image building.

Ismail, A., et al. (2011) found out that the relationship between empowerment and transformational leadership positively and significantly correlated with the organizational commitment. **Nayak, B., Mishra, B. (2005)** conducted a study on leadership styles and it revealed that leadership styles of managers and supervisors highly influence organizational effectiveness. A study conducted by **Nandal V., Krishnan V. (2000)** indicates that there is no relationship between charisma and self-efficacy but of the five factors, three factors of charismatic leadership were positively related to lack of role ambiguity and in turn showed a positive relation to self-efficacy. Further, **Agarwal, T & Krishnan V. (2002)** examined the relationship between leadership styles and value systems and found that the relations oriented leadership style is positively related to the values of benevolence and security. **Sinha J.B.P., & Gupta P, (2002)** in their study observe that leaders may use different styles and influence tactics flexibly depending on the contingencies of different situations. A study was conducted by **Sunindijo, R.Y (2012)** to assess the relationship between the emotional intelligence, political skill, and transformational leadership in construction project environment and observes that the theoretical understanding of the relationships between emotional intelligence, political skill, and transformational leadership are reinforced. **Edwards, G. & Gill. R (2012)** studied managers from 38 manufacturing companies in the UK and reported that transformational leadership is effective across hierarchical levels; transactional leadership is not effective at the uppermost hierarchical levels whereas laissez-faire leadership is ineffective at all levels.

In a study conducted in the Canadian military by **Ivey, G. W & Kline, T. J. B (2010)** **it was** found that the frequency of transformational leadership behaviour increased with rank and transformational leadership and the contingent reward effects were not moderated by rank or by followers' expectations. **Arnold, K. A & Loughlin, C. (2010)** in a study of individually considerate transformational leadership behaviour and self-sacrifice found that leaders reported being more likely to engage in supportive (59%) than developmental (41%) considerate transformational leadership behaviour. In a study conducted by **Aswegen, A. S. V & Engelbrecht, A. S. (2009)**

based on the relationship between transformational leadership, integrity and an ethical climate in organisations, and results show that that transformational leadership has a positive effect on the dimensions of an ethical climate.

Srinivas, E. S., Kumar, G. A., & Vikramaditya E (2006) examined the dimensions of transformational and transactional leadership in a study on its outcomes in the Indian context and the results of hierarchical regression analysis show that when transformational leadership was added as predictor to transactional leadership, significant proportions of additional variance were accounted for in outcome variables. According to **Gregory, B. T., Moates, K. N & Gregory, S. T. (2011)** study related to knowing perspective as an antecedent of transformational leadership behaviour found that specific perspective taking is related to transformational leadership behaviour and not related to transactional leadership behaviour. **Ghadi, M. Y., Fernando, M. & Caputi, P. (2012)** reported in their study of transformational leadership and work engagement, that the transformational leadership style influences followers' attributes of work engagement. The direct relationship between transformational leadership and work perceptions of meaning in work engagement was found to be partially mediated by employees'.

Mokgolo, M. M., Mokgolo, P. & Modiba, M. (2012) examined transformational leadership and found that transformational leadership is positively correlated with followers acceptance of leadership, job satisfaction and performance of the employees whereas **Shokane, M., Stanz, K., & Slabbert, J (2004)** described leadership in South Africa as diversified between transactional leadership and transformational leadership dimensions. **Mclaggan, E., Bezuidenhout, A. & Botha, C. T (2013)** examined the leadership behaviour and organisational commitment and found that significant relationships exist between two variables: organisational commitment and leadership styles (transactional and transformational). **Boehnke, K., et al (2002)** in their study found that transformational leadership represented the clear majority of behaviours and were identified as the executive's descriptions of exceptional organizational performance. Finally, **Rus, M. (2012)** in a comparative study on leadership styles i.e. transformational vis-à-vis transactional in terms of employee performance in public

and private organizations conclude that transformational leadership is better than transactional. It is perceived that transformational leaders are more in tune with the needs of the employees and continuously evaluate these necessities.

The above review of the literature shows that there have been a number of valuable studies of transformational leadership in various areas like private & public organisations, petrochemical industry, the pharmaceutical industry, education, banking, construction etc. The transformational leadership studies relate to successful and unsuccessful companies, change management, employee behaviour, organisation culture, job success, positive outcomes, leadership through distinctive life experiences and processes, individual personalities influence transformational leadership behaviour, men and women leadership, leadership and soft and weak tactics in strong and weak culture, organisational effectiveness, non-profit organization, job involvement and corporate image building , empowerment etc. However, there are no studies conducted on transformational leadership behaviour in IT companies in India.

2.2 EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP BEHAVIOUR

Emotional Intelligence (EI) is considered assumed to be an important characteristic of transformational leadership.(Ashkansay & Tse, 2000). Goleman popularized EI thorough his works “Emotional Intelligence” (1995) and “Working with Emotional Intelligence” (1998). Daniel Goleman (1988) defined emotional intelligence as “*the knowing own feelings and also identifying feelings of others and also inspiring to manage own feelings along with subordinates or others and finally managing and maintaining relationships*”. EI is a set of emotional and social competencies that lead to effective performance. Goleman finds that truly effective leaders are distinguished by a high degree of emotional intelligence. Cherniss suggested that a person’s ability to perceive, identify, and manage emotions provides the basis for the kinds of social and emotional competencies that are important for success in almost any job.

Srivastava, B.L & Bharamanaikar, S. L. (2004) examined leadership effectiveness of officers in the Indian army and reported that a significant connection between the

leaders' EI and all the components of the transformational leadership style. EI scores were higher for the contingent reward component of transactional style. Emotional Intelligence was not related to job satisfaction but was related to perceived success. **According to Singh, S. K. (2007)**, all the dimensions of EI are positively associated with leadership styles as well as effectiveness of male and female software professionals. EI in male software professionals has a significant positive relationship with their supportive and delegating styles of leadership, and overall leadership effectiveness also has a significant positive relationship with all the dimensions of EI and total EI.

In a study conducted by **Mishra, P. S. & Mohapatra, A. K. D. (2010)** on the relevance of emotional intelligence for effective job performance in various organizations in Delhi NCR, the findings reveal that role plays, simulation, games, and cognitive exercises are more appropriate than lectures when dealing with emotional learning. A study was also undertaken by **Raina, A. K. & Sharma, N. K. (2013)** to examine the relationship between emotional intelligence and transformational leadership with entrepreneurs in Rajasthan in India and the results showed that there is a positive relationship between emotional intelligence and transformational leadership and effectiveness. Further, it indicated a positive relationship between emotional intelligence and contingent reward leadership, while no significant relationship was evident between emotional intelligence and other leadership styles. Studies show that entrepreneurs and future entrepreneurs can better develop effective leadership skills by becoming more aware of their strengths and weaknesses in the area of emotional intelligence, along with improving their transformational leadership behaviour. **Barling, J. et al. (2000)** conducted an exploratory study on the relationship between Emotional intelligence and transformational leadership and reported that idealized influence, inspirational motivation, individualized consideration, as well as contingent reward have a significant relationship with emotional intelligence whereas intellectual stimulation has no relationship with emotional intelligence. There was also no significant

association between active and passive management—by- exception, laissez-faire and emotional intelligence.

A study by **Palmer, B. et al.** (2001) on the relationship between EI and effective leadership finds that there is a relationship between some monitoring and inspirational motivation and between idealized influence and emotional monitoring. It also found a positive relationship between the contingent reward and the emotional monitoring subscale. It also found positive relationship between contingent reward and the total transformational leadership score. **Gardner, L.& Stough, C. (2002)** examined the utility of emotional intelligence in predicting effective leaders and revealed a significant positive relationship between emotional intelligence and all components of transformational leadership. The relationship was further supported for all five EI factors from the SUEIT, as well as with contingent rewards (part of the transactional leadership style). There was a strong negative relationship between laissez-faire leadership and total emotional intelligence score. The outcomes of leadership i.e. extra effort, effectiveness, and satisfaction were found to be significantly correlated with components of emotional intelligence as well as total emotional intelligence.

Sivanathan, N.& Fekken, G.C.(2002) studied the relationship between emotional intelligence and moral reasoning to leadership styles and effectiveness and the results showed a positive correlation between transformational leadership and emotional intelligence and leadership effectiveness. It was found that transactional leadership was positively correlated with superior rating effectiveness. Leaders displaying greater moral reasoning were not found to display transformational leadership behaviour.

Mandell, B. & Pherwani, S. (2003) conducted a small study to examine gender differences in the relationship between EI and transformational leadership and through their study observed that females performed significantly better in emotional intelligence than males, but there were no gender differences when comparing the relationship between emotional intelligence and transformational leadership. There was an overall significant positive relationship between the total EI scores and transformational leadership scores of the managers.

Duckett, H. & Macfarlane, E. (2003) examined the relationship between emotional intelligence and transformational leadership relationships in a UK based retailing organization. The results showed a strong connection between the theory of EQ and transformational leadership. But there was a difference between the idealised and actual EQ scores in transactional capabilities. **Weinberger, L.A. (2003)** investigated the relationship between EI, leadership styles and perceived leadership effectiveness in a single US-based manufacturing organization and discovered that no significant correlations were found between emotional intelligence and leadership styles. In addition, no significant relationships were found between emotional intelligence and leadership outcomes. **Leban, W. & Zulauf, C. (2004)** studied emotional intelligence and transformational leadership styles and the results of the study reveal that there are a number of linkages between emotional intelligence abilities and transformational leadership style. The ability to understand emotions and overall emotional intelligence were significantly related to the inspirational motivation component of transformational leadership. Emotional intelligence was significantly related to the idealized influence and individual consideration and management-by-exception. Whereas laissez-faire or non-leadership were found to have a significant negative relationship with strategic emotional intelligence and understanding emotions component of emotional intelligence. The study recognizes that transformational project leader behaviour has a positive impact on actual project performance, and emotional intelligence ability contributes to transformational project leader behaviour and also to subsequent actual project performance.

Butler, C.J. & Chinowsky, P.S. (2006) extended the research of Gardner and Stough by examining leaders in the construction industry. The research investigated emotional intelligence and leadership behaviour profiles of leaders in the construction industry and it was found that five of the fifteen subscales of emotional intelligence were related to transformational leadership behaviour at a statistically significant level. Inspirational leadership was reported as the most commonly employed transformational behaviour and employing contingent reward behaviour was viewed as the most frequently used transactional leadership behaviour. **Vrba, M. (2007)**

conducted research in a South African insurance company and observed a positive correlation between all the EI skills and all the transformational styles. EI skills also had a positive correlation with contingent reward; a component of transactional style. All the EI skills also had a positive correlation with the outcomes of leadership (extra effort, effectiveness, and satisfaction). A negative correlation was found between EI skills and laissez-faire style.

Sunindigo, et al. (2007) studied the benefits of emotional intelligence to project management. They investigated the relationship between emotional intelligence and leadership styles in Thailand and found that emotional intelligence affected the leadership behaviour of project leaders. Project leaders with higher emotional intelligence tend to use open communication and proactive leadership styles. It was also found that EI generated delegation, open communication, and proactive behaviour, which bring positive outcomes to the organization. **Tang, H.W.V., et al. (2010)** explored the relationship between emotional intelligence and transformational leadership practices of academic leaders in Taiwan and the USA. The study indicated that the overall EI Taiwanese participants have a positive significant correlation with all five areas of leadership practices. The EI of the US participants also showed similar results except in case of challenging the process, and inspiring a shared vision. But a study conducted by **Modassir, A. & Singh, T. (2008)** on the in different industries in Goa and Daman, India, found that there is no relation between emotional intelligence and transformational leadership style. **Khalili, A. (2017)** examined the relationship between transformational leadership and organisational citizenship behaviour and EI and reported that transformational leadership and employees' EI positively and significantly influence employees' OCB. In addition, the results revealed that employees' EI moderates the TL – employees' OCB association. **Humphrey, A. M. (2012)** investigated the role of organizational identification and results found that Organizational identification was negatively related to both transformational leadership and organizational citizenship behaviour. However, laissez-faire leadership was positively related to the organizational identification and negatively related to organizational citizenship behaviour.

The above literature on emotional intelligence, leadership effectiveness, OCB, and leadership styles namely transformational, transactional, and passive-avoidant reveal mixed findings of the relationship between these variables. But major findings indicate a positive relationship between emotional intelligence and transformational leadership/ transactional leadership whereas it showed negative relationship between emotional intelligence and laissez-faire leadership. It is also observed that positive relationship exists between transformational leadership and Organisational Citizenship Behaviour (OCB). There are very few studies bases in India using the variables of emotional intelligence and leadership styles and leadership effectiveness. There is scope to study the relationship between emotional intelligence, and transformational leadership behaviour in IT companies in India.

2.3 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND TEAM REFELXIVITY

Team reflexivity is the extent to which teams collectively reflect upon and adapt their working methods and functioning.

Widmer, P S et al., (2009) identified several predictors as well as consequences of reflexivity by reviewing the last decade of literature on team reflexivity. It was observed that team characteristics such as trust and psychological safety among group members, a shared vision, diversity as well as the leadership style of the team's supervisor, influence the level of reflexivity. In addition, team reflexivity is related to a team's output in terms of innovation, effectiveness, and creativity. In another study **Schippers, M.C et al., (2007)** found that transformational leadership positively influences reflexivity which in turn influences team performance. Further they **developed** and tested a team level contingency model of team reflexivity, work demands, and innovation and the results showed that team reflexivity was positively related to team innovation, and team reflexivity and work demands interacted such that high levels of both predicted higher levels of team innovation. Furthermore, an interaction between team reflexivity, quality of physical work environment (PWE),

and team innovation showed that poor PWE coupled with high team reflexivity was associated with higher levels of team innovation (**Schippers, M.C et al., 2015**).

GE, H Y. & Yang, Z W. (2011) reviewed the theoretical and empirical research on top management team reflexivity influencing strategic decision outcomes. They describe research that emphasizes the moderating effects of social reflexivity in the relationship between task-related arguments and affective conflict, and also discuss recent effects that attempt to enhance the relationship between task-related arguments and strategic decision outcomes by the moderating effects of task reflexivity in strategic decision-making teams. They found several issues that ought to take precedence in research in order to understand the role of team reflexivity in strategic decision-making teams.

Carter and West (1998) were among the first to study the direct relationship between reflexivity and productivity. They conducted a longitudinal study over 18 months among 19 BBC TV production teams and measured reflexivity, team size and team climate. They found that reflexivity was a significant predictor of senior managers' ratings of the effectiveness and creativity of the programs the team produced. Reflexivity also explained more of the variance than did the team climate for innovation. In their research among 100 work teams in China, **Tjosvold et al. (2004)** found that teams that reflected on their tasks were more innovative. **Gurtner et.al (2007)** conducted a study among three-person experimental groups showed that teams in the reflexivity condition, performed better than teams in the control condition and **Schippers et al.(2003)** in a field study among 59 work teams found that team reflexivity mediated the (moderated) relationship between diversity and team performance, commitment, and satisfaction. The role of team leadership in engendering team reflexivity was investigated by **Hirst et al. (2004)**, who found that facilitative leadership behaviour were positively related to team reflexivity, which in turn affected customer ratings of team performance and also **Somech (2006)**, who found that both directive and participative leadership moderated the relationship between functional heterogeneity and team reflexivity, and that team reflexivity, in turn, influenced innovation in a sample of health care teams.

In a study among 22 student project groups, **Gevers et al. (2001)** found that reflexivity was positively related to the progress of the group in the execution phase of the project. It also played a role in making up arrears; high reflexive teams made up arrears, while low reflexive teams seemed unable to do this. In studies among 100 teams in China, task reflexivity, promoted by cooperative conflict management and cooperative goals, was shown to result in team performance as indicated by supervisors (**Tjosvold et al., 2003**) as well as in team innovation as rated by managers (**Tjosvold et al., 2004**). **Lee (2008)** reports comparable results from a study of 132 members of R&D groups in Taiwan: reflexivity has a significant influence on both product innovativeness and on new product performance.

De Dreu (2007) discovered positive direct effects of reflexivity on team effectiveness as rated by supervisors and on learning. Moreover, reflexivity had a moderating function in so far as it was a necessary condition to foster positive effects of team interdependence: Outcome interdependent teams engaged in more information sharing, learned more, and had higher levels of team effectiveness, but only if task reflexivity was high. **Hoegl and Parboteeah (2006)** conducted a study among 145 software development teams and found further proof of the positive relationship between reflexivity and effectiveness.

Various studies support the link between team reflexivity and team effectiveness. It has been shown that reflexivity leads to more innovation (**Tjosvold et al., 2004**), higher team performance (**Schippers, 2003; Tjosvold et al., 2003**) and fosters team processes (**Gevers et al., 2001**). These results and especially the promising approaches to intentionally evoke reflexivity in teams (**Gurtner et al., 2007; Müller et al., 2009; Vashdi et al., 2007**) suggest that reflexivity not only should but can be fostered in teams in order to help them work more effectively.

2.4 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND CHANGE MANAGEMENT

Islam, M.Z. (2013) investigated the relationship between leadership, organizational behaviour, and HRM in Dhaka export processing zone (DEPZ) business enterprises

and examined that leadership behaviour, organisational behaviour factors and HRM practices have direct relationships with organisational change. In short, to bring about effective organisational change requires a high level of leadership ability, employee motivation, and commitment, recruitment, performance appraisal, and reward. In another study, **Vinger, G., Cilliers, F. (2006)** examined that the leaders in South African higher education (HE) sector exhibit transformational leadership fairly often and that, contrary to criticism, they manage change fairly successfully. Further, **Alqatawenh A.S (2018)** in his study in Jordanian insurance companies concluded that the dimensions of the transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and empowerment) and change management are available in Jordanian insurance companies and recommends organizations to conduct and organize training courses to enhance the capability of the workers by promoting empowerment behaviour, also taking into account the individual differences between the employees, particularly in assigning work and tasks. **Al-Belbesi (2012)** identified leadership styles and their relationship to change management in Jordanian Limited Public Shareholding Companies. The study highlighted that administrative leadership plays an essential role in achieving the objectives of the companies. Moreover, the goals of change are affected by different leadership styles. **Ramadan (2005)** studied the dimensions of managing change in Syrian organizations and he concluded that business organizations vary in terms of adopting change management process models and that the administrative accountability process for planning of organizational change is weak in the Syrian organizations. **Eisenbach, R., Watson, K., & Pillai, R., (1999)** draws parallels between change literature and leadership literature; specifically, the transformational leadership literature that is primarily concerned with the capabilities required to enact change successfully and this is done by describing areas of convergence between the two literatures that point to the appropriateness of transformational leadership in enacting change. **Holten & Brenner, (2015)** identified processes which may contribute to followers' positive reactions to change and investigated the direct and indirect relationships between leadership styles (transformational and transactional)

and followers' appraisal of change through manager engagement. It was revealed that transformational and transactional leadership styles were positively related to the engagement of managers. Managers' engagement was associated with followers' appraisal of change. The transformational leadership style had a positive direct, long-term effect on followers' change appraisal whereas it was negative in case of transactional leadership.

Carter, M. Z., et al. examined relations among transformational leadership, explicit change reactions (i.e., relationship quality), change frequency, and change consequences (i.e., task performance and organization citizenship behaviour—OCB) during continuous incremental organizational change at lower hierarchical levels and revealed that the quality of relationships between leaders and employees mediated the influence of transformational leadership on employee task performance and OCB. Further, it was found that change frequency moderated the positive association of relationship quality with task performance and OCB, such that associations were stronger when change frequency was high. A study by **Gilley, A., et al. (2009)** examined behaviours associated with leadership effectiveness in driving change. It indicated that specific leader behaviour like the ability to motivate, communicate and build teams is predictors of successful implementation of organisational change. Also **Ikinci, S. S. (2014)** examined the concepts of organizational change, leadership, training, the importance of training and leadership during the course of organizational change, and their possible effects and it was found that in order to improve the performance of human resources, and to increase the level of knowledge and skills and adapt to organizational change, due attention must be paid to training facilities and measures to increase the efficacy of training should be introduced. **Peach et al. (2005)** tried to determine the degree of employees' readiness to change using the theory of planned behavior. The study indicated that the staff who gave effective information about change showed great interest in supporting the process of change. **Al-Arabi (2006)** undertook a field study about the role of organizational change in the development of innovation in civic organizations from view point of workers in the Algerian Telecommunications organizations. It found that the overall average of the

organizational change among the surveyed companies was high, and the process of organizational change has a positive role.

2.5 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND CREATIVITY

There have been many studies undertaken to examine the relationship between transformational leadership and employees' creativity over the years because of the significance of this relationship to the organization's success and survival. Most of the studies undertaken have proved that a positive relationship exists between the transformational leadership and employees' creativity.

In a study conducted by *Huysamen, R., Schepers J.M., & Zaaiman, J. (2003)* it was found that there is a positive relationship between transformational leadership and creativity and it is statistically significant. It also showed positive relationship between creativity and the other leadership styles. In addition, *Mittal, S. & Dhar, R. L (2015)* observed the effect of transformational leadership on employees' creativity. Using a hierarchical regression analysis, the results showed that transformational leadership is positively associated with employees' creativity and suggested fostering employees' creativity and developing a creative work environment. Moreover, transformational leaders could act as role models by setting an example for their followers and encouraging them to be creative. Finally, the study advised organizations to adopt a transformational leadership style because this is one way that they can develop and enhance the creative skills of their employees. *Gumusluoglu, L. & Ilsev, A. (2007)* through their research examined the impact of transformational leadership both on followers' creativity at the individual level and on innovation at the organizational level. The results showed that transformational leadership has important effects on creativity at both the individual and organizational levels. At the individual level, the outcome of hierarchical linear modelling showed that there is a positive relationship between transformational leadership and employees' creativity. In addition, transformational leadership influences employees' creativity through psychological empowerment. At the organizational level, the outcome of the study indicates that

transformational leadership is positively associated with organizational innovation, which is measured by a market-oriented criterion developed specifically for developing countries and newly developing industries. Also, **Kasasbeh et al., (2015)** identified the impact of transformational leadership on creativity in industrial companies and the findings support the positive relationship between the two and find that respondents show high awareness of the dimensions of transformational leadership towards creativity. Finally, it recommended that industrial organizations strengthen their reliance on transformational leadership style to increase their employees' creativity. **Ya-Ti H Su(2016)** investigated and found that transformational leadership was positively related to employees learning abilities and in turn, employees learning abilities positively related to creativity and creativity is positively related to job performance. **Khalili, A. (2016)** finds that transformational leadership has positive and significant influences on both creativity and innovation of employees in Iranian organisations. It recommends that Iran must practice and develop behaviour of the transformational leadership style in order to encourage and sustain subordinates' creativity and innovation.

According to **Herrmann, D. & Felfe, J. (2013)** a positive relationship does exist between transformational leadership and employees' creativity and it leads to higher levels of employee creativity. In addition, different studies (**Hu et al., 2013; Shin and Zhou, 2003**) have also agreed that there is a positive relationship between transformational leadership and employees' creativity. It further says that transformational leadership behaviour influences creativity both directly and indirectly.

However, despite the fact that there are many studies which support this relationship, a study conducted by **Basu, R & S. G. Green (1997)** states that transformational leadership is negatively related to the creative behaviour of employees as under certain circumstances, transformational leadership can determine creativity. **Wang, P. & Rode, J.C (2010)** through their study of 55 organizations and 212 employees found that transformational leadership is not significantly related to employees' creativity. **According to Chen et al., (2009)**, transformational leadership has a relatively small

effect on employees' creativity based on the data collected from 50 companies in Taiwan. In addition, **Jaussi, K.S. & Dionne, S. D (2003), & Redmond, M. R., et al., (1993)** indicated that there is no significant relationship between transformational leadership and employees' creativity. Therefore, in this study, it will be further investigated whether transformational leadership behaviour has a positive relationship on employees' creativity. On the other hand, a study conducted by **Suifan, T. S. & Al-Janini, M. (2017)** showed that there is a positive relationship between transformational leadership behaviour and employees' creativity. However, the dimension of inspirational motivation and intellectual stimulation does not show a significant relationship with employees' creativity.

The above literature directed the researcher to conclude that transformational leadership is positively and significantly related to employees' creativity. However, there has been no study conducted in IT companies to examine the relationship between transformational leadership and employees' creativity.

2.6 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

A study conducted by **Modassir, A. & Singh, T. (2008)** found that there is no relationship of emotional intelligence with transformational leadership and organizational citizenship behaviour in different industries in Goa and Daman, India. **Khalili, A. (2017)** examined the relationship between transformational leadership and OCB and EI and reported that transformational and employees' EI positively and significantly influence employees' OCB. In addition, the results revealed that employees' EI moderates the TL – employees' OCB association. **Humphrey, A. M. (2012)** studied and found that that transformational leadership did predict organizational citizenship behaviour, and organizational identification did not mediate the relationship. Organizational identification was negatively related to both transformational leadership and organizational citizenship behaviour. However, laissez-faire leadership was positively related to organizational identification and negatively related to organizational citizenship behaviour.

In a study conducted by **Odek, S. N. (2018)** designed to address the problem, of the extent to which transformational leadership relates to the OCB of the teachers, the study reveals that transformational leadership style and OCB of teachers who are below 30 years of age, not graduate and have teaching experience of less than one year are significantly different from other categories of leadership. Also, **Lin, R.S.J., & Hsiao, J. K (2014)** tested the relationships between transformational leadership and organizational citizenship behaviour and the results showed that transformational leadership was significantly related to knowledge sharing and trust. Moreover, knowledge sharing and trust were significantly related to organizational citizenship behaviour. It appears that transformational leaders may also be demonstrating trust by their subordinates, therefore creating opportunities for them to significantly impact their work, which could lead to higher levels of OCB.

The above literature on OCB, and leadership styles namely transformational, transactional, and passive-avoidant throw up mixed findings of the relationship between these variables. But findings indicate that a positive relationship exists between transformational leadership and organizational citizenship behaviour (OCB). There are very few studies in India which have used the variables of OCB and leadership styles. There is scope to study a relationship between OCB and Transformational leadership behaviour in IT companies in India.

2.7 SUMMARY

Extensive research till date shows that transformational leadership behaviour plays an important role in team reflexivity, emotional intelligence, change management, creativity and OCB of employees. Overall, the literature shows mixed findings of the relationship between transformational leadership behaviour and various variables under study. The literature shows that there have been a number of valuable studies of transformational leadership behaviour in various areas like private and public organisations, the petro-chemical industry, the pharmaceutical industry, education, banking, construction, etc. Emotional intelligence, leadership effectiveness,

organisational citizenship behaviour, and leadership behaviour namely transformational, transactional, and passive-avoidant revealed mixed findings of the relationship between these variables. But major findings indicate a positive relationship between emotional intelligence and transformational/transactional leadership. The findings also revealed a negative relationship between emotional intelligence and passive-avoidant leadership style. In addition, a positive relationship exists between transformational leadership and organisational citizenship behaviour. The literature also concludes that transformational leadership is positively and significantly related to employees' creativity. Transformational leadership also influences team reflexivity, team performance, and team innovation. Change management and transformational leadership behaviour are positively related to each other.

However, some theorists disagree, at least at the current state of research, that leaders' emotional intelligence predicts leadership behaviour. Also leadership behaviour does not lead to team reflexivity, change management, creativity and OCB of employees. This conflict results in a gap in literature of study. This deficiency justifies the need for this research study, to further examine and confirm if the relationship exists between leaders' emotional intelligence and leadership behaviour and also to examine the relationship between transformational leadership behaviour and all the variables such as team reflexivity, change management, the creativity and organisational citizenship behaviour of employees in IT companies in India.

CHAPTER III

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

The first chapter encompasses an overview of various concepts like transformational leadership, emotional intelligence, team reflexivity change management, organisational citizenship behaviour and creativity. It also highlights the objectives, scope, importance, statement of the problem, and overview of thesis.

The second chapter, “Review of Literature”, gives a comprehensive understanding of various concepts used in the research study which includes transformational leadership, emotional intelligence, organisational citizenship behaviour, team reflexivity, and change management with previous studies on these aspects.

In this chapter, the researcher outlines the research gap, research questions, objectives of the study, hypotheses of the study and the research design which includes methods of sampling, sample and sample size, sampling techniques, data sources, areas of study, tools used for data collection, collection of data, and the Statistical tools used for data analysis.

3. 1 RESEARCH GAP

The literature shows that there have been a number of studies of transformational leadership in various areas like private and public organisations, the petrochemical industry, the pharmaceutical industry, educational, banking, construction etc. The transformational leadership studies relate to successful and unsuccessful companies, change management, employee behaviour, organisation culture, Job success, positive outcomes, leadership through distinctive life experiences and processes, individual personalities influence on transformational leadership behaviour, men and women leadership, leadership and soft and weak tactics in strong and weak culture, organisational effectiveness, non-profit organization, job involvement and corporate image building ,and empowerment.

Emotional intelligence, leadership effectiveness, organisational citizenship behaviour, and leadership styles namely transformational, transactional, and passive-avoidant revealed mixed findings of the relationship between these variables. But major findings indicate a positive relationship between emotional intelligence and transformational leadership/transactional leadership whereas a negative relationship between emotional intelligence and laissez-faire leadership style. In addition, a positive relationship exists between transformational leadership and organisational citizenship behaviour.

From the literature it can be also concluded that transformational leadership is positively and significantly related to employees' creativity. Transformational leadership also influences team reflexivity team performance, and team innovation. Change management and transformational leadership style are positively related to each other.

However, there has been no study conducted in IT (software) companies to examine the relationship between transformational leadership and all the variables such as emotional intelligence, organisational citizenship behaviour, and the creativity of employees, team reflexivity and change management.

3.2 RESEARCH QUESTIONS

This research study seeks to answer the following questions:

1. a) Does transformational leadership behaviour exist in the IT (Software) companies in India?
b) Does transactional leadership behaviour exist in the IT (Software) companies in India?
c) Does laissez-faire behaviour exist in the IT (Software) companies in India?

2. a) Is emotional intelligence of team leaders related to the transformational leadership behaviour ?
b) Is emotional intelligence of team leaders related to the transactional leadership behaviour ?

- c) Is emotional intelligence of team leaders related to the laissez-faire leadership behaviour ?
3. a) Is transformational leadership behaviour related to the team reflexivity of team leaders?
b) Is transactional leadership behaviour related to the team reflexivity of team leaders?
c) Is laissez-faire leadership behaviour related to the team reflexivity of team leaders?
4. a) Does transformational leadership behaviour lead to change management in IT companies in India?
b) Does transactional leadership behaviour leads to change management in IT companies in India?
c) Does laissez-faire leadership behaviour lead to change management in IT companies in India?
5. a) Does transformational leadership behaviour relate to the creativity of team members?
b) Does transactional leadership behaviour relate to the creativity of team members?
c) Does laissez-faire leadership behaviour relate to the creativity of team members?
6. a) Does transformational leadership behaviour relate to the organisational citizenship behaviour (OCB) of team members?
b) Does transactional leadership behaviour relate to the organisational citizenship behaviour (OCB) of team members?
c) Does laissez-faire leadership behaviour relate to the organisational citizenship behaviour (OCB) of team members?

3.3 OBJECTIVES OF THE STUDY

1. To analyse demographic profile and transformational leadership behaviour in IT (software) companies.
2. To examine the relationship of emotional intelligence of team leaders with transformational leadership behaviour.
3. To examine the relationship between transformational leadership behaviour and the team reflexivity of team leaders.
4. To evaluate whether transformational leadership behaviour will lead to change management in IT companies.
5. To assess the relationship between transformational leadership behaviour and creativity of team members.
6. To assess the relationship of transformational leadership behaviour with organisational citizenship behaviour of team members.

3.4 HYPOTHESES

Based on the objectives of the current study and a comprehensive review of literature, the following are the hypotheses:

H1a: There is a significant positive relationship between emotional intelligence of team leaders and transformational leadership behaviour.

H1b: There is a significant positive relationship between emotional intelligence of team leaders and transactional leadership behaviour.

H1c: There is a significant negative relationship between emotional intelligence of team leaders and laissez-faire leadership behaviour.

H2a: There is a significant positive relationship between transformational leadership behaviour and team reflexivity.

H2b: There is a significant positive relationship between transactional leadership behaviour and team reflexivity.

H2c: There is a significant negative relationship between laissez-faire leadership behaviour and team reflexivity.

H3a: There is a significant positive relationship between transformational leadership behaviour and change management.

H3b: There is a significant positive relationship between transactional leadership behaviour and change management.

H3c: There is a significant negative relationship between laissez-faire leadership behaviour and change management.

H4a: There is a significant positive relationship between transformational leadership behaviour and creativity of team members.

H4b: There is a significant positive relationship between transactional leadership behaviour and creativity of team members.

H4c: There is a significant negative relationship between laissez-faire leadership behaviour and creativity of team members.

H5a: There is a significant positive relationship between transformational leadership behaviour and organizational citizenship behaviour of team members.

H5b: There is a significant positive relationship between transactional leadership behaviour and organizational citizenship behaviour of team members.

H5c: There is a significant negative relationship between laissez-faire leadership behaviour and organizational citizenship behaviour of team members.

3.5 PERIOD OF THE STUDY

For collecting primary data, a survey was conducted with the help of a Pre-tested structured questionnaire during the period from October 2016- November 2018. The pilot study was conducted during the period from July 2015 to July 2016.

3.6 SAMPLE DESIGN

The data required for the study have been collected from primary sources. The area of the study spans across India. The survey has been conducted at the IT companies located in Goa, Mumbai, Bangalore, Pune and Hyderabad on the basis of concentration of IT companies based on judgement sampling. The universe of the study consists of team leaders/ project leaders and team members/ Subordinates of IT (Software) companies all over India. For the purpose of selecting the sample for collecting primary data, the sample size drawn by Robert V. Krejcie and Daryle W. Morgan formula for the unknown population of the team leaders/ project leaders and team members/ subordinates has been utilized. Since the population is unknown a minimum of 384 samples were to be collected. For the purpose of the study, total respondents are 802 which include 400 team leaders/project leaders and 402 team members. The convenience sampling method has been used for choosing the respondents to collect data from team leaders and team members in IT companies in India with respect to transformational leadership, emotional intelligence, organisational citizenship behaviour, creativity, team reflexivity and change management.

3.7 DATA COLLECTION AND DATA SOURCES

For effective and flawless data collection, survey and interview methods have been extensively used. Survey method is the most extensively used technique for data collection, especially in behavioural sciences. Interview method also helps to explore qualitative nature of the information. Thus, these methods have been widely used to extract the most relevant information and help in better analysis of the data. Primary data was collected from IT companies located in Goa, Mumbai, Bangalore, Pune and Hyderabad on the basis of concentration of IT companies based on judgement sampling. Two questionnaires were prepared for the team leaders and team members separately. The primary data was collected from the respondents through Personal interviews, questionnaire through google forms, and E-mail

attachments. The questionnaire was framed and developed on Google forms and therefore could be routed online through e-mails, text messages etc. through the following link: https://goo.gl/forms/z0FPF9Z_W1cSg9XEZ2.

Also hard copies of the questionnaire were sent to numerous people and many were told to forward the same to their friends. After repeated and constant reminders data was collected and sorted out as per requirement.

Secondary data has been collected from various different online sites as well as libraries in the form of journals, thesis, books, articles etc.

The survey was conducted during October 2016 to November 2018. The total questionnaires received were 802 from respondents all over India. Out of which 601 respondents responded through online mode and the remaining questionnaires were filled by offline mode i.e. with personal interview method, etc. The questionnaire was designed to collect information from the team leaders / project leaders and team members / subordinates regarding their perception about transformational leadership behaviour, emotional intelligence, organisational citizenship behaviour, creativity, team reflexivity, and change management.

Two sets of structured questionnaires were used to collect the responses from the team leaders/ project leaders and team members / subordinates from the IT companies. The questionnaire for team leaders was divided into five parts: first part was on demographic information and second on transformational leadership behaviour, third on emotional intelligence, fourth on team reflexivity and fifth on change management. Similarly second set of questionnaire for team members was divided into four parts; first part was on demographic information, second on perception about transformational leadership behaviour, third on organisational citizenship behaviour and fourth on creativity.

3.8 TOOLS USED FOR DATA COLLECTION

3.8.1 TRANSFORMATIONAL LEADERSHIP INSTRUMENT

The Multifactor Leadership Questionnaire (MLQ) was developed by Bass and Avolio (1996) which has been shown to be a reliable instrument in the valid measurement of Transformational Leadership (TL) and other elements included in a full range of leadership model. To measure leadership behaviour Multifactor Leadership Questionnaire (MLQ) 5X short was used. This questionnaire consists of 21 items relating to the frequency with which the subject displays a range of leadership behaviour. This 21 item questionnaire is based on a five point Likert scale range from 0= not at all to 4 = frequently. The scales of interest in this study are the four sub-scales of TL (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration-the four 'I' of TL), each measured by three individual items. The single measure of TL was computed by aggregating the four subscales measures. To measure transactional leadership behaviour two subscales, contingent reward and management by exception, each measured by three individual items was used and the remaining three individual items measured laissez-faire leadership behaviour.

3.8.2 EMOTIONAL INTELLIGENCE SCALE (EI)

The Emotional & Social Competence Inventory (ESCI) is a “360°” survey developed by Dr. Daniel Goleman while working with Emotional Intelligence (1998). ESCI is designed to assess competencies that differentiate outstanding from average performers. The ESCI measures the demonstration of individuals' behaviour, through their perceptions as well as those of their raters. ESCI contains 40 items and for each of the 40 items, team leaders described how frequently demonstrated the behaviour described in the item. The competencies cover four distinct areas of ability: Self Awareness, Self-Management, Social Awareness, and Social Skills (Relationship Management). Each area of ability has 10 individual

items. This 40 item questionnaire is based on a five point Likert scale ranging from 1= Not very good / Often neglect this to 5= Very Good.

3.8.3 TEAM REFLEXIVITY SCALE

Team reflexivity questionnaire is divided into two parts i.e. task reflexivity and social reflexivity. Task reflexivity has 8 items which relates to review of teams' objectives, methods used, modifying objectives, team strategies, communication, review of job done and review of decisions where as social reflexivity has 8 items which relates to support in critical situations, support in stressful situations, sharing of new skills, resolves arguments quickly, working in team, dealing with conflicts constructively. Team reflexivity has 16 items based on a seven point Likert scale ranging from 1= very inaccurate to 7= very highly accurate.

3.8.4 CHANGE MANAGEMENT SCALE

Change management scale has 16 items occupied from Managing Change Questionnaire, W. Warner Burke Associates, Inc. The questionnaire is based on a five point Likert scale 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

3.8.5 CREATIVITY SCALE

The individual creativity questionnaire focuses on individuals personal traits. In the workplace context the creative output of employees is often a synergy between the characteristics of the individual and the environment he works in. Support from leaders and peers plus having the time and opportunity to try things out in practice often enables a creative person to make a notable contribution. The ability of individuals to generate more original ideas can be developed through training in creative thinking techniques. The Individual creativity measures the team members' behaviour in IT companies in India. The creativity questionnaire has 16 items that are derived from creativity audit questionnaire of Creativity Development and Innovation Training Package for small and Medium Sized enterprises. This 16

item questionnaire is based on a five point Likert scale with 1= Strongly Disagree, 2= Disagree, 3= neutral, 4= Agree and 5= Strongly Agree.

3.8.6 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

CHECKLIST

The OCB checklist measures the individuals' behaviour i.e. about the team leaders by team members in IT companies in India. Modified OCB checklist has 16 items that is obtained from Fox, Spector, Goh, Bruuresema, & Kessler, 2012. This 16 item questionnaire is based on a five point Likert scale ranging from 1= Rarely/Never to 5= Every Day.

3.9 DATA ANALYSIS AND TECHNIQUES

For the analysis of data, the researcher used the SPSS version 21.00 package. The first objective of the study to analyse the leadership behaviour in the IT (Software) companies in India was analysed using SPSS software- Frequency, percentage, mean and standard deviation. Also impact of demographic variables on leadership behaviour is analysed.

The next five objectives of the study were analysed using SPSS, multiple linear regression and simple linear regression. Regression analysis was used to examine the relationship between emotional intelligence of team leaders and leadership behaviour (transformational, transactional, and laissez-faire) in IT companies in India. Further it is used to examine the relation between leadership behaviour and team reflexivity, to study relation between leadership behaviour and variables likes organisational citizenship behaviour and creativity of team members. Lastly it examines whether leadership behaviour leads to effective management of change in the IT companies in India.

3.10 PILOT STUDY/RELIABILITY ANALYSIS

Pilot study has been conducted before the main experiment is carried out. The main study was carried out in IT companies located in Goa, Mumbai, Bangalore, Pune

and Hyderabad on the basis of concentration of IT companies based on judgement sampling. For the pilot study only IT companies in Goa were considered. A sample of 100 respondents from the IT companies in Goa was taken for the purpose of the study. On the basis of the results of the pilot study, suggestions were made by the guide and experts with respect to questionnaire and accordingly the questionnaire was modified. From the modified questionnaire the content validity of questionnaire was carried out by performing reliability analysis in SPSS.

RELIABILITY ANALYSIS

Reliability test is used to check the consistency of the results as a result of statistical tools used to analyse the data. The type of reliability test used to check the internal consistency of data collected on a Likert scale was Cronbach's alpha.

Cronbach's alpha: Cronbach's alpha is a measure commonly used to determine the internal consistency ("reliability"). This tool is best suitable for multiple Likert questions in a survey/questionnaire that is used to determine whether the scale is reliable or not. This test was conducted using SPSS Software version 21.00. The validity and reliability are two fundamental elements in the evaluation of a measurement instrument. Validity is concerned with the degree to which an instrument processes what it is envisioned to calculate. Reliability is concerned with the capability of a tool to measure consistently.

The data obtained from the respondents i.e. team leaders and team members is entered in to SPSS software (version 21.00) and tested the reliability of the various instruments. The Cronbach's alpha was used to measure the reliability of data. Results of the same are provided below in table. The rule of thumb for reliability analysis estimate is 0.7 or higher which suggests good reliability. The reliability of the scales was found to be adequate of all the scales under study.

Table NO. 3.10 RELIABILITY ANALYSIS

Sr. No	Name of the instrument /Scale	Cronbach's alpha	No. of items
1.	Multifactor leadership Questionnaire (MLQ) – Team Leaders	.858	21
	Transformational leadership	.762	12
	Transactional leadership	.792	6
	Laissez-faire leadership	.676	3
2.	Emotional Intelligence	.912	40
	Self-awareness	.730	10
	Self-management	.722	10
	Social-awareness	.770	10
	Social management	.739	10
3.	Team Reflexivity	.867	16
	Task reflexivity	.749	8
	Social reflexivity	.782	8
4.	Change Management	.837	16
5.	Multifactor leadership Questionnaire (MLQ) – Team Members	.750	21
	Transformational leadership	.675	12
	Transactional leadership	.748	6

	Laissez-faire leadership	.687	3
6.	Creativity	.691	16
7.	Organisational Citizenship Behaviour (OCB)	.696	16

3.11 SUMMARY

This chapter addressed the recipe and necessary ingredients to successfully conduct this research. It discussed the specific research design and procedures to quantitatively and effectively explore the potential relationship between important variables: leaders' emotional intelligence and transformational leadership behaviour and also relationship between transformational leadership behaviour and team reflexivity, change management, creativity and OCB.

The study also utilized valid and reliable pre-tested measurement instruments, Multifactor Leadership Questionnaire, emotional intelligence scale, team reflexivity scale, change management scale, creativity scale and OCB scale, to collect the various instruments scores and the perceived leadership behaviour ratings. The pilot study is conducted during the period from July 2015 to July 2016. The final questionnaires were received to a total 802 from respondents all over India. Out of which 601 respondents responded through online mode and the remaining questionnaire was filled by offline mode i.e. with personal interview method, etc. Two sets of structured questionnaires were used to collect the responses from the team leaders/ project leaders and team members / subordinates from the IT companies.

Lastly, the chapter specified the details of the data analysis approach. For the analysis of data, the researcher used the SPSS version 21.00 package. The

leadership behaviour in the IT (Software) companies in India was analysed by frequency, percentage, mean and standard deviation. Also regression analysis is used to examine the relationship between various variables under study and leadership behaviour (transformational, transactional, and laissez-faire) in IT companies in India.

CHAPTER IV

ANALYSIS AND DISCUSSION OF TRANSFORMATIONAL LEADERSHIP BEHAVIOUR FROM THE PERCEPTION OF TEAM LEADERS

CHAPTER IV

ANALYSIS AND DISCUSSION OF TRANSFORMATIONAL LEADERSHIP BEHAVIOUR FROM THE PERCEPTION OF TEAM LEADERS

This chapter includes detailed analysis of the study. In this chapter four objectives have been analysed. The first objective is the study of transformational leadership behaviour (transformational, transactional, and laissez-faire) from the perception of team leaders in IT (Software) companies in India. The second objective is to analyse whether emotional intelligence is significantly related to transformational leadership behaviour i.e. transformational, transactional and laissez-faire in IT companies in India. The third objective is to see whether transformational leadership behaviour is significantly related to team reflexivity i.e. task reflexivity and social reflexivity in IT companies in India and lastly, to see whether transformational leadership behaviour leads to effective management of change in IT companies in India.

The study is restricted to IT companies concentrated in Goa, Mumbai, Bangalore, Pune, and Hyderabad. Descriptive statistics were used to summarise patterns in the sample's responses. The statistics provides information about the frequency of demonstration of transformational, transactional, and laissez-faire leadership behaviour of the sample. These statistics were also used to describe the distribution of a set of data by determining the data's frequency distribution, the mean and the standard deviation (SD). These objectives were tested by conducting multiple linear regression analysis. The outcome is generated by statistical analysis using SPSS version 21.00.

4.1 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR

Objective 1: To analyse demographic profile and transformational leadership behaviour in IT (software) companies.

4.1.1 DEMOGRAPHIC DETAILS: The details regarding various demographic parameters like age, gender, education, marital status, designation, experience, and location of the company, were obtained from team leaders of IT companies in India.

Table No. 4.1.1 DEMOGRAPHIC PROFILE OF TEAM LEADERS

Variable	Category	Frequency	Percent (%)
Gender	Male	283	70.8
	Female	117	29.3
Age	21-25 years	19	4.8
	26-30 years	54	13.5
	31-35 years	69	17.3
	36-40 years	155	38.8
	Above 40 years	103	25.8
Marital status	Married	303	75.8
	Single	97	24.3
Education	Technical	248	62.0
	Non- Technical	152	38.0
Designation	Software Engineer	228	57.0
	Programme Developer	145	36.3
	Data Base Analyst (DBA)	8	2.0
	Consultant	6	1.5
	Other	13	3.3
Experience	1- 5 years	89	22.3
	6-10 years	102	25.5
	Above 10 years	209	52.3
Location of company	Bangalore	27	6.8
	Goa	113	28.3
	Mumbai	144	36.0
	Pune	97	24.3
	Hyderabad	7	1.8
	Other	12	3.0
	Total	400	100.0

Source: Primary Data

Table 4.1.1 shows the demographic characteristics of the team leaders. The gender composition of the sample is strongly influenced towards males (70.8% male/29.3% female). With regard to the age of team leaders, majority are in the age group of 36-40 years (38.8%) and 4.8% are in the age group of 21-25 years. From the data, it may be deduced that leadership status is provided only when the professionals have attained sufficient experience. Less than 5% are below the age of 25. As the majority are in the middle age group most of the team leaders are married (75.8%).

Among the educational attainments of the team leaders (technical and non-technical) are M.E (IT), MCA, B.E (IT), M.Sc, B.Sc. Majority of the team leaders have technical training i.e. 62%. In the initial years, team leaders worked in IT (Software) companies as Programme Developers (junior / senior), Software Engineers, Data Base Analyst (DBA) and, Systems Applications and Products (SAP) consultants. Most of the team leaders are software engineers (57%), followed by programme developers (36.3%), DBA (2%), SAP consultants (1.5%) and others (3.3%). Majority of team leaders (52.3%) have experience of more than 10 years whereas 25.5% have experience between 6 to 10 years. Majority of the team leaders are from companies located at Mumbai (36%) followed by Goa (28.3%), Pune (24.3%) and Bangalore (6.8%).

4.1.2 TEAM LEADERS' PERCEPTION ABOUT LEADERSHIP BEHAVIOUR

Table 4.1.2 provides frequency and percentage distribution of the leaders' responses to the 21 statements of the questionnaire items of transformational leadership, transactional leadership and laissez-faire leadership. This questionnaire comprises of transformational leadership behaviour which has dimensions like idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Transactional leadership behaviour

includes contingent reward (CR) and management-by- exception (MBE) and lastly laissez-faire leadership behaviour.

Table No. 4.1.2 Frequency and Percentage of Transformational Leadership Behaviour

Leadership Behaviour	Factor	Not at all	Once in a while	Sometimes	Most often	Frequently
		0	1	2	3	4
Transformational Leadership	Idealised Influence	0 (0)	0 (0)	23 (5.75)	303 (75.75)	74 (18.5)
		7 (1.75)	7 (1.75)	147 (36.75)	216 (54)	30 (7.5)
		5 (1.25)	5 (1.25)	126 (31.5)	252 (63)	15 (3.75)
	Inspirational Motivation	3 (0.75)	3 (0.75)	74 (18.5)	284 (71)	39 (9.75)
		10 (2.5)	10 (2.5)	117 (29.25)	257 (64.25)	16 (4)
		11 (2.75)	11 (2.75)	114 (28.5)	253 (63.25)	22 (5.5)
	Intellectual Stimulation	7 (1.75)	7 (1.75)	159 (39.75)	201 (50.25)	33 (8.25)
		8 (2)	8 (2)	121 (30.25)	247 (61.75)	24 (6)
		4 (1)	4 (1)	147 (36.75)	237 (59.25)	12 (3)
	Individualised Consideration	7 (1.75)	7 (1.75)	107 (26.75)	243 (60.75)	43 (10.75)
		17 (4.25)	17 (4.25)	156 (39)	199 (49.75)	28 (7)

		6 (1.5)	6 (1.5)	142 (35.5)	231 (57.75)	20 (5)
Transactional Leadership	Contingent Reward	11 (2.75)	11 (2.75)	98 (24.5)	257 (64.25)	34 (8.5)
		4 (1)	4 (1)	121 (30.25)	249 (62.25)	24 (6)
		12 (3)	12 (3)	151 (37.75)	208 (52)	29 (7.25)
	Management By Exception	7 (1.75)	7 (1.75)	103 (25.75)	257 (64.25)	29 (7.25)
		18 (4.5)	18 (4.5)	130 (32.5)	222 (55.5)	26 (6.5)
		17 (4.25)	17 (4.25)	121 (30.25)	242 (60.5)	19 (4.75)
Laissez-faire Leadership	Laissez-faire Leadership	37 (9.25)	37 (9.25)	109 (27.25)	221 (55.25)	26 (6.5)
		31 (7.75)	31 (7.75)	160 (40)	182 (45.5)	18 (4.5)
		26 (6.5)	26 (6.5)	106 (26.5)	241 (60.25)	17 (4.25)

Source: Primary Data

*Figures shown in bracket denote percentages.

4.1.3. MEAN AND STANDARD DEVIATION (SD) DISTRIBUTION OF THE TEAM LEADERS' RESPONSES

Table 4.1.3 provides mean and standard deviation (SD) distribution of the team leaders' responses to the 21 statements of the questionnaire items of transformational leadership, transactional leadership and laissez-faire leadership behaviour.

Table No. 4.1.3 Leadership Behaviour-Mean and Standard Deviation

Leadership Behaviour	Factor	Mean	SD
Transformational Leadership	Idealise Influence	3.128	0.476
		2.673	0.637
		2.683	0.590
	Inspirational Motivation	2.898	0.550
		2.698	0.585
		2.715	0.608
	Intellectual Stimulation	2.650	0.655
		2.718	0.603
		2.643	0.557
	Individualised Consideration	2.805	0.639
		2.595	0.683
		2.658	0.609
Transactional Leadership	Contingent Reward	2.785	0.628
		2.723	0.609
		2.635	0.662
	Management By Exception	2.750	0.655
		2.620	0.719
		2.653	0.650
Laissez – faire Leadership P	Laissez-faire	2.555	0.818
		2.423	0.791
		2.573	0.782

Source: Primary Data

From the above table it can be seen that the rating score (Mean) for all items are found to be above 2. Most of the responses of the team leaders converge on ‘sometimes’ and ‘most often’. All team leaders show slight variation about their opinion for each statement of multifactor leadership questionnaire.

4.1.4 MEAN AND STANDARD DEVIATION INDICATING THE TEAM LEADERS PERCEPTION OF LEADERS’S LEADERSHIP BEHAVIOUR.

Table No. 4.1.2 Leadership Behaviour - Mean and Standard Deviation

LEADERSHIP BEHAVIOUR	MEAN	SD
Transformational Leadership	2.74	0.32
❖ Idealised Influence	2.83	0.38
❖ Inspirational Motivation	2.77	0.38
❖ Intellectual Stimulation	2.67	0.41
❖ Individualised Consideration	2.69	0.46
Transactional Leadership	2.69	0.42
❖ Contingent Reward	2.71	0.45
❖ Management –by-Exception	2.67	0.48
Laissez-faire Leadership	2.52	0.65

Source: Primary Data

From Table no 4.1.2 it is observed that mean and standard deviation of leadership behaviour among team leaders in IT companies. The results are as follows:

Transformational Leadership: The mean is 2.74 and the SD 0.32. The mean implies that the leaders exhibited transformational leadership most often. This is a relatively high level of transformational leadership exhibited by team leaders. On an average, all the four behaviour, viz. idealised influence, inspirational motivation, intellectual stimulation and individualized consideration are exhibited most often. The most frequently exhibited behaviour is idealised influence (2.83); followed by inspirational motivation (2.77); followed by individualised consideration (2.69); and lastly, intellectual stimulation (2.67).

Transactional Leadership: The mean is 2.69 and the SD is 0.42, the mean implies that the leaders also exhibited transactional leadership quite often. This is also a relatively high level of transactional leadership exhibited by the leaders. On an

average, majority of the leaders exhibited contingent reward most often (2.71) followed by management-by-exception (2.67).

Laissez-Faire Leadership: The mean is 2.52 and the SD is 0.65. The mean implies that the leaders also exhibited laissez-faire leadership.

Thus it may be concluded that the elements of transformational leadership behaviour i.e. transformational, transactional and laissez-faire leadership are exhibited by the team leaders more frequently. The predominant transformational leadership behaviour from the perception of team leaders is transformational, followed by transactional and lastly laissez-faire.

4.1.5. IMPACT OF DEMOGRAPHIC VARIABLES ON TRANSFORMATIONAL LEADERSHIPS BEHAVIOUR FROM THE PERCEPTION OF TEAM LEADERS

The impact of various demographic variables like age, gender, education, marital status, designation, experience, and location of the company is studied and results are as follows:

4.1.5.1 GENDER

Leadership behaviour	Male	Female	ANOVA
• Transformational	32.777	33.060	F(1,398)=0.452 , p value=0.5
Idealised Influence	8.481	8.487	F(1,398)=0.003 , p value =0.96
Inspirational Motivation	8.325	8.274	F(1,398)=0.166 , p value=0.68
Intellectual Stimulation	7.943	8.171	F(1,398)=2.815 , p value=0.09*
Individualised Consideration	8.028	8.128	F(1,398)=0.432 , p value=0.51
• Transactional	16.177	16.137	F(1,398)=0.021 , p value=0.88
Contingent Reward	8.106	8.231	F(1,398)=0.705 , p value=0.4
Management- By-Exception	8.071	7.906	F(1,398)=1.081 , p value=0.3
• Laissez-Faire	7.647	7.453	F(1,398)=0.896 , p value=0.34

Source: Primary Data

Level of significance *** p<.01 ** p< .05 * p<.10

Table 4.1.5.1 depicts that gender has no influence on various dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire. ANOVA shows insignificant value for the leadership behaviour. Only intellectual stimulation a factor of transformational leadership behaviour shows a significant value at 10% level ($F(1,398) = 2.815$, $p \text{ value} = 0.09$).

4.1.5.2 AGE

Leadership behaviour	21-25 years	26-30 years	31-35 years	36-40 years	Above 40 years	ANOVA
• Transformational	30.263	33.593	33.261	32.619	33.049	$F(4,395) = 3.169$, $p \text{ value} = 0.01$ **
Idealised Influence	7.74	8.37	8.58	8.516	8.563	$F(4,395) = 2.51$, $p \text{ value} = 0.04$ **
Inspirational Motivation	7.579	8.556	8.130	8.355	8.369	$F(4,395) = 3.149$, $p \text{ value} = 0.01$ **
Intellectual Stimulation	7.316	8.426	8.319	7.781	8.058	$F(4,395) = 5.734$, $p \text{ value} = .000$ ***
Individualised Consideration	7.632	8.241	8.232	7.968	8.058	$F(4,395) = 1.129$, $p \text{ value} = 0.34$
• Transactional	14.789	16.648	16.217	16.123	16.194	$F(4,395) = 1.981$, $p \text{ value} = 0.1$ *
Contingent Reward	7.632	8.204	8.203	8.129	8.184	$F(4,395) = 0.768$, $p \text{ value} = 0.55$
Management-By-Exception	7.158	8.444	8.014	7.994	8.010	$F(4,395) = 2.941$, $p \text{ value} = 0.02$ **
• Laissez-Faire	6.474	7.574	7.420	7.690	7.767	$F(4,395) = 2.225$, $p \text{ value} = 0.07$ *

Source: Primary Data **Level of significance** *** $p < .01$ ** $p < .05$ * $p < .10$

The above table indicates that team leader’s age has a significant influence on transformational leadership behaviour ($p \text{ value} = 0.01$). Idealised influence, inspirational motivation and intellectual stimulation differ significantly.

Transactional leadership behaviour ((p value = 0.1) and laissez-faire leadership behaviour (p value = 0.07) differ significantly at 10% level of significance. The middle aged team leader’s score is high as compared to the other age groups.

4.1.5.3. MARITAL STATUS

Leadership behaviour	Married	Single	ANOVA
• Transformational	32.557	33.855	F(1,393)=8.659 , p value=.000 **
Idealised Influence	8.483	8.494	F(1,393)=0.008 , p value=0.93
Inspirational Motivation	8.241	8.556	F(1,393)=5.549 , p value=0.02**
Intellectual Stimulation	7.892	8.391	F(1,393)=12.234 , p value=.000**
Individualised Consideration	7.939	8.412	F(1,393)=8.825 , p value=.000**
• Transactional	16.090	16.505	F(1,393)=2.02 , p value=0.16
Contingent Reward	8.100	8.360	F(1,393)=2.767 , p value=0.1
Management- By-Exception	7.989	8.144	F(1,393)=0.835 , p value=0.36
• Laissez-Faire	7.610	7.587	F(1,393)=0.011 , p value=0.91

Source: Primary Data **Level of significance** *** p<.01 ** p<.05 * p<.10

The above table depicts the marital status of team leaders. It can be seen that marital status has significant influence on transformational leadership behaviour of team leaders (p value=.000) whereas as marital status has no influence on transactional and laissez-faire behaviour of team leaders. It is further observed that the majority of the team leaders are married as compared to the unmarried/single team leaders.

4.1.5.4 EDUCATION

Leadership behaviour	Technical	Non-Technical	ANOVA
• Transformational	33.008	32.618	F(1,398)=0.981 , p value=0.32
Idealised Influence	8.565	8.349	F(1,398)=3.429 , p value=0.06 *
Inspirational	8.290	8.342	F(1,398)=0.191 , p value=0.66

Motivation			
Intellectual Stimulation	8.101	7.862	F(1,398)=3.543 , p value=0.06*
Individualised Consideration	8.052	8.066	F(1,398)=0.009 , p value=0.93
• Transactional	16.274	15.987	F(1,398)=1.244 , p value=0.27
Contingent Reward	8.181	8.079	F(1,398)=0.541 , p value=0.46
Management- By-Exception	8.093	7.908	F(1,398)=1.552 , p value=0.21
• Laissez-Faire	7.629	7.526	F(1,398)=0.286 , p value=0.59

Source: Primary Data **Level of significance** *** p<.01 ** p<.05 * p<.10

Above table shows that education of team leaders has no influence on all dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire since ANOVA is insignificant. But it is observed that idealised influence and intellectual stimulation is significant at 10% level of significance (p value is 0.06). It is further indicated that scores of technical education is high as compared to non-technical education. This is because of technical skills are more important in IT companies rather than non-technical skills.

4.1.5.5 DESIGNATION

Leadership behaviour	Software Eng.	Programme Developer	DBA	Consultant	Other	ANOVA
• Transformational	32.90	32.94	34.75	28.00	32.23	F(4,395)=3.098 , p value =0.02**
Idealised Influence	8.50	8.48	8.63	7.17	8.77	F(4,395)=2.3 , p value =0.06
Inspirational Motivation	8.26	8.42	9.25	6.83	8.00	F(4,395)=4.64 , p value =.0 **
Intellectual Stimulation	8.04	8.03	8.13	7.00	7.69	F(4,395)=1.274 , p value =0.28

Individualised Consideration	8.11	8.01	8.75	7.00	7.77	F(4,395)=1.637 , p value =0.16
• Transactional	16.28	16.22	16.38	12.00	15.38	F(4,395)=4.795 , p value =.000***
Contingent Reward	8.16	8.21	8.50	6.33	7.77	F(4,395)=3.236 , p value =0.01**
Management-By-Exception	8.12	8.01	7.88	5.67	7.62	F(4,395)=4.711 , p value =.000 ***
• Laissez-Faire	7.71	7.64	7.63	5.50	5.85	F(4,395)=5.222 , p value =.000 ***

Source: Primary Data

Level of significance *** p<.01 ** p<.05 * p<.10

Table 4.1.5.5 shows that designation of team leaders has a significant influence on all leadership behaviour i.e. transformational (p value =0.02), transactional (p value= .000) and laissez-faire (p value= .000). It is further observed that in IT companies' majority of the team leaders are DBA, followed by Programme developer and Software Engineer.

4.1.5. 6 EXPERIENCE

Leadership behaviour	1- 5 years	6-10 years	Above 10 years	ANOVA
• Transformational	33.022	32.716	32.861	F(2,397)=0.153 , p value=0.86
Idealised Influence	8.326	8.422	8.579	F(2,397)=1.756 , p value=0.17
Inspirational Motivation	8.360	8.108	8.388	F(2,397)=2.147 , p value=0.12
Intellectual Stimulation	8.191	8.167	7.856	F(2,397)=3.425 , p value=0.03 **
Individualised Consideration	8.146	8.020	8.038	F(2,397)=0.241 , p value=0.79
• Transactional	16.101	16.265	16.144	F(2,397)=0.117 , p

• Transactional	7.083	6.667	8.239	9.000	8.021	8.19 6	F(5,394)=7.854 , p value =.000**
Contingent Reward	8.167	7.296	8.274	8.571	8.160	8.16 5	F(5,394)=2.531 , p value =0.03**
Management- By-Exception	15.250	13.963	16.513	17.571	16.18 1	16.3 61	F(5,394)=5.839 , p value =.000**
• Laissez-Faire	7.583	6.037	7.903	6.714	7.521	7.82 5	F(5,394)=5.327 , p value =.000**

Source: Primary Data **Level of significance** *** p<.01 ** p<.05 * p<.10

The above table reveals that the location of the companies has a significant influence on all the dimensions of leadership behaviour i.e. transformational leadership, transactional leadership and laissez-faire leadership (p value = .000). It can be seen that the scores of leadership behaviour from Hyderabad is higher as compared to other locations.

4.2 EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP BEHAVIOUR

Objective 2: To examine the relationship of emotional intelligence of team leaders with transformational leadership behaviour.

4.2.1 EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP

Hypothesis 4.2.1: There is a significant positive relationship between emotional intelligence of team leaders and transformational leadership behaviour.

This hypothesis is subdivided into four hypotheses for each of emotional intelligence factor and transformational leadership behaviour.

Hypothesis 4.2.1.1 Self-awareness is positively related to transformational leadership.

Hypothesis 4.2.1.2 Self-management is positively related to transformational leadership.

Hypothesis 4.2.1.3 Social-awareness is positively related to transformational leadership.

Hypothesis 4.2 1.4 Social skills/ relationship management are positively related to transformational leadership.

Table No. 4.2.1 Emotional Intelligence and Transformational Leadership

	Unstandardized Coefficients		t	p
	B	Std. Error		
Transformational leadership				
Constant	14.810	2.559	5.787	.000
Self-awareness	.450	.084	5.382	.000 ***
Self-management	-.085	.095	-.892	.373
Social awareness	-.080	.100	-.799	.425
Social skills/Relationship management	.189	.101	1.867	.063*
R	.370			
R ²	.137			
Adjusted R ²	.128			
F value	F (4,395) =15.696			
P value	.000			

a. Dependent Variable: Transformational Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

In table 4.2.1, transformational leadership behaviour is taken as a dependent variable, and all the dimensions of emotional intelligence as independent

variables. It is observed that R value is 0.37. This indicates that there is a low degree of correlation between transformational leadership and emotional intelligence factors: self-awareness, self-management, social awareness and social skills (Relationship management).

Further, it's seen that R^2 value is 0.137. This implies that about 13.7% of total variation in transformational leadership is due to emotional intelligence factors comprising of self-awareness, self-management, social awareness and social skills (relationship management) whereas remaining 86.3% is due to other factors.

The adjusted R^2 value is 0.128 which indicates that the independent variables such as self-awareness, self-management, social awareness and social skills /relationship management in the model accounts for 12.8% variance in the dependent variable i.e. transformational leadership. Since the difference between the R^2 and adjusted R^2 is quite small, we conclude that sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is 0.00 (less than 0.05). Hence, we conclude that there is a statistically significant relationship between the independent variables, i.e. factors of emotional intelligence and transformational leadership. Thus the model is a good fit.

Testing Hypothesis

In the Table No. 4.2.1 it is observed that the p-value for the beta coefficient of self-awareness is .000 which is less than 0.01 which implies that self-awareness is significant at 1% level of significance level and the p-value for beta coefficient of social skills is 0.063 which is less than 0.10 which implies that social skills/ relationship management is significant at 10% level of significance. Thus, hypothesis that the self-awareness and social skills / relationship management is significant and positively related to transformational leadership is supported. However, self-management and social awareness have insignificant and negative relationship with transformational leadership behaviour.

The OLS (Regression model) equation for predicting transformational leadership is

$$\text{Transformational Leadership} = 14.810 + (.450) (\text{Self-Awareness}) + (-.085) (\text{Self-Management}) + (-.080) (\text{Social Awareness}) + (.189) (\text{Social Skills})$$

4.2.2 EMOTIONAL INTELLIGENCE AND TRANSACTIONAL LEADERSHIP

Hypothesis 4.2.2: There is a significant positive relationship between emotional intelligence of team leaders and transactional leadership behaviour.

This hypothesis is subdivided into four hypotheses for each of emotional intelligence factor and transactional leadership behaviour.

Hypothesis 4.2.2.1 Self-awareness is positively related to transactional leadership.

Hypothesis 4.2.2.2 Self- management is positively related to transactional leadership.

Hypothesis 4.2.2.3 Social awareness is positively related to transactional leadership.

Hypothesis 4.2.2.4 Social skills are positively related to transactional leadership.

Table No. 4.2.2 Emotional Intelligence and Transactional leadership

	Unstandardized Coefficients			
	B	Std. Error	T	P
Constant	8.252	1.739	4.744	.000
Self-awareness	.184	.057	3.244	.001***
Self-management	.006	.064	.087	.931
Social-awareness	-.167	.068	-2.456	.014 **
Social skills/Relationship	.185	.069	2.688	.007***

management				
R	.267			
R ²	.071			
Adjusted R ²	.062			
F value	F (4,395) =7.602			
P value	.000			

a. Dependent Variable: Transactional Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

In table 4.2.2 transactional leadership behaviour is enacted as dependent variable, and all the dimensions of emotional intelligence as independent variables. It is observed that R value is equal to 0.27. This indicates that there is low degree of correlation between transactional leadership and emotional intelligence components, self-awareness, self-management, social awareness and social skills/relationship management. Further it is observed that R² value is equal to 0.071. This implies that about 7.1% of total variation in transactional leadership is due to emotional intelligence components whereas remaining 93% are due to other factors.

Whereas the adjusted R² value is equal to .062 which tells us that the independent variables in the model accounts for 6.2% variance in the dependent variable i.e. transactional leadership. Since the difference between the R² and adjusted R² is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value = 0.00 which is less than 0.05. Hence we conclude that there is a statistically significant relationship between the independent variables, components of emotional intelligence and transactional leadership. Thus the model is a good fit.

Testing Hypothesis

In the Table No. 4.2.2 it can be seen that the p-value for beta coefficient of self-awareness is .001 and social skills is .007 which is less than 0.01 which implies

that self-awareness and social skills are significant at 1% level of significance and beta coefficient of social awareness is .014 which is less than .05 which implies that social awareness is significant at 5% level of significance. However beta coefficient of social skills is negative (-.167) which means there is significant and negative relationship with transactional leadership. Self-awareness and social skills / relationship management are significant and positively and social awareness is negatively related transactional leadership whereas self-management is positively related to transactional leadership but not a significant factor. Thus we support the hypothesis that the emotional intelligence of team leaders is significantly and positively related to transactional leadership.

The OLS (Regression model) equation for predicting transactional leadership is
Transactional Leadership = 8.252+ (.184) (Self Awareness) + (.006) (Self-
Management) + (-.167) (Social Awareness) +
(.185) (Social skills)

4.2.3 EMOTIONAL INTELLIGENCE AND LAISSEZ-FAIRE LEADERSHIP

H1c: There is a significant negative relationship between emotional intelligence of leaders and laissez-faire leadership behaviour.

This hypothesis is subdivided into four hypotheses for each of emotional intelligence factor and laissez-faire leadership behaviour.

Hypothesis 4.2.3.1 Self-awareness is negatively related to laissez-faire leadership.

Hypothesis 4.2.3.2 Self- management is negatively related to laissez-faire leadership

Hypothesis 4.2.3.3 Social-awareness is negatively related to laissez-faire leadership.

Hypothesis 4.2.3.4 Social skills are negatively related to laissez-faire leadership.

Table No. 4.2.3 Emotional Intelligence and Laissez-faire leadership

	Unstandardized		T	P
	Coefficients			
Laissez-faire leadership	B	Std. Error		
Constant	10.741	1.328	8.085	.000
Self-awareness	-.021	.043	-.474	.636
Self-management	-.025	.049	-.498	.618
Social-awareness	-.083	.052	-1.603	.110
Social skills/Relationship management	.045	.053	.863	.389
R	.148			
R ²	.022			
Adjusted R ²	0.12			
F value	F (4,395) =2.225			
P value	.066			

a. Dependent Variable: Laissez-faire Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

In table 4.2.3 laissez-faire leadership behaviour enacted as dependent variable and all dimensions of emotional intelligence as independent variables. It is observed that R value is equal to 0.15. This indicates that there is low degree of correlation between laissez-faire leadership and emotional intelligence factors-self-awareness, self-management, social awareness and social skills/relationship management.

Further it is observed that R² value is equal to 0.022. This implies that about 2.2% of total variation in laissez-faire leadership is due to emotional intelligence factors, self-awareness, self-management, social awareness and social skills/relationship management whereas remaining 96.8% is due to other factors. Whereas the adjusted R² value =0.12 which tells us that the independent

variables (self-awareness, self-Management, social awareness and social skills /relationship management) in the model accounts for 12 % variance in the dependent variable i.e. transformational leadership.

ANOVA Test

The significant p value is equal to 0.066 which is greater than 0.05. Hence we conclude that there is statistically insignificant relationship between the independent variables, factors of emotional intelligence and laissez-faire leadership. Thus model is not a good fit.

Testing Hypothesis

In the Table No. 4.2.3 it is observed that beta coefficient of self-awareness is -.021 and p value is 0.636, for self-management beta coefficient is -.025 is p value is 0.618, and for social awareness beta coefficient is -.083 and p value is 0.110 which indicates insignificant negative relationship between factors of emotional intelligence and laissez-faire leadership. The analysis also show that beta coefficient of Social skills/ relationship management is .045 and p value is 0.389 which means the relationship is positive and insignificant. Thus it can be concluded that emotional intelligence factors are negatively related to laissez-faire leadership behaviour but not significant and hence the hypothesis is not supported.

The OLS (Regression model) equation for predicting laissez-faire leadership is

$$\text{Laissez-faire Leadership} = 10.741 + (-.021) (\text{Self Awareness}) + (-.025) (\text{Self-Management}) + (-.083) (\text{Social Awareness}) + (.045) (\text{Social skills})$$

Emotional intelligence consists of four dimensions i.e. self-awareness, self-management, social-awareness and social skills whereas transformational leadership behaviour has seven dimensions i.e. idealised influence, inspirational motivation, intellectual stimulation, individualised consideration, contingent reward, management-by-exception and laissez faire behaviour.

The results of the analysis indicate that there is a significant positive relationship between emotional intelligence and transformational leadership behaviour in IT companies in India. Based on the multiple linear regression analysis, significant relationships are found among various constructs of emotional intelligence and transformational leadership behaviour.

Emotional intelligence is positively significantly related with transformational leadership behaviour. It shows that there is a significant positive relationship between self-awareness and social skills (components of EI) and transformational leadership behaviour whereas self- management and social- awareness are negatively related and do not influence transformational leadership behaviour.

The transactional leadership is significantly positively related to self-awareness and social skills / relationship management. Social- awareness is significant but negatively related to transactional leadership whereas self-management is a not a significant factor but shows positive relationship with transactional leadership.

In laissez-faire leadership behaviour self-awareness, self-management and social awareness are negatively related to laissez-faire leadership behaviour and not significant. Social skills/ relationship management is insignificantly positively related to laissez-faire leadership.

It is interpreted that EI is one of the main factors contributing to transformational leadership and transactional leadership, which was confirmed in team leaders of IT (Software) companies in India. Leaders who consider themselves as more transformational than transactional reported that they could identify their own feelings and emotional state and express those feelings to others. They are also able to manage positive and negative emotions in themselves and team members or subordinates in companies and they could effectively control their emotional stress. Leaders in IT companies use transformational behaviour to motivate their employees to do more than is expected.

Emotional Intelligence is negatively related to laissez-faire (avoidant) leadership behaviour. Emotional intelligence of team leaders does not influence leadership behaviour in IT companies. It is inferred that team leaders with low levels of

emotional intelligence (i.e. those who cannot recognise and express emotions, who cannot understand and manage own and others' emotions and also cannot control emotions at workplace) would not make an effective leader. Thus those leaders who considered themselves as avoiding responsibility, who are absent when required, who fail to follow up on requests for assistance and restrict expressing their opinion on important issues were more likely to be unable to identify their own feelings and emotional states, be unable to understand the emotions of others at the workplace, be unable to manage their own positive and negative motions, and be unable to effectively control emotional states experienced at work.

This leads to the conclusion that hypotheses 4.2.1 and 4.2.2 is supported by this study and 4.2.3 is not supported.

The results of this research confirm previous studies undertaken in this area (Srivastava & Bharamanaikar, 2004; Singh, 2007; Raina & Sharma, 2013; Barling et al., 2000; Palmar et al., 2001, Gardener & Stough, 2002, Sivanathan & Fekken, 2002; Butler & Chinowsky, 2006; Vrba, 2007). They evaluated the relationship of emotional intelligence and transformational leadership behaviour and found that there exists a positive relationship between leader's emotional intelligence and transformational and transactional leadership behaviour. The results of this study, on the other hand, disagreed with the findings of certain studies (Weinberger 2003, Leban and Zulauf 2004, & Modassir & Singh 2008). They evaluated and found that there is no relationship between emotional intelligence and leadership styles and leadership outcomes. They also found that the management-by-exception component of transactional leadership had a have a significant negative relationship with strategic emotional intelligence and understanding emotions component of emotional intelligence. Another reason for the disagreement could be that emotional intelligence has been differently defined, studied, and measured by the researchers.

4.2.4 SUMMARY OF HYPOTHESES:

Sr. No	Hypotheses	Result	P value
4.2.1	Emotional intelligence is significantly positively related to Transformational leadership behaviour		
4.2.1.1	Self-awareness is positively related to Transformational leadership behaviour	Supported	.000 ***
4.2.1.2	Self-management is positively related to Transformational leadership behaviour	Not Supported	.373
4.2.1.3	Social-awareness is positively related to Transformational leadership behaviour	Not Supported	.425
4.2.1.4	Social skills are positively related to Transformational leadership behaviour	Supported	.063*
4.2.2	Emotional intelligence is significantly positively related to Transactional leadership behaviour		
4.2.2.1	Self-awareness is positively related to Transactional leadership behaviour	Supported	.001***
4.2.2.2	Self-management is positively related to Transactional leadership behaviour	Not Supported	.931
4.2.2.3	Social -awareness is positively related to Transactional leadership behaviour	Not Supported	.014 **
4.2.2.4	Social skills is positively related to Transactional leadership behaviour	Supported	.007***
4.2.3	Emotional intelligence is significantly negatively related to Laissez-faire leadership behaviour		
4.2.3.1	Self-awareness is negatively related to Laissez-faire leadership behaviour	Not Supported	.636
4.2.3.2	Self-Management is negatively related to Laissez-faire leadership behaviour	Not Supported	.618
4.2.3.3	Social Awareness is negatively related to Laissez-faire leadership behaviour	Not Supported	.110
4.2.3.4	Social skills is negatively related to Laissez-faire leadership behaviour	Not Supported	.389

Level of significance *** p<.01 ** p<.05 * p<.10

4.3. TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND TEAM REFLEXIVITY

Objective 3: To examine the relationship between transformational leadership behaviour and the team reflexivity of team leaders.

4.3.1 Hypothesis: There is significant positive relationship between transformational leadership behaviour and team reflexivity of team leaders.

This hypothesis is further divided for transformational leadership behaviour as follows:

4.3.1a Hypothesis: Transformational leadership behaviour is positively related to task reflexivity of team leaders.

4.3.1b Hypothesis: Transformational leadership behaviour is positively related to social reflexivity of team leaders.

This hypothesis is further sub-divided into four hypotheses for each of the transformational leadership behaviour.

Hypothesis 4.3.1a.1 :Idealised influence is positively related to task reflexivity.

Hypothesis 4.3.1a.2: Inspirational motivation is positively related to task reflexivity

Hypothesis 4.3.1a.3: Intellectual stimulation is positively related to task reflexivity

Hypothesis4.3.1a.4: Individualised consideration is positively related to task reflexivity.

Hypothesis 4.3.1b.1:Idealised influence is positively related to social reflexivity.

Hypothesis 4.3.1b.2: Inspirational motivation is positively related to social reflexivity

Hypothesis 4.3.1b.3: Intellectual stimulation is positively related to social reflexivity

Hypothesis4.3.1b.4: Individualised consideration is positively related to social reflexivity.

Table No. 4.3.1 Transformational leadership and Team Reflexivity

	Task Reflexivity				Social Reflexivity			
	Unstandardized Coefficients				Unstandardized Coefficients			
Team Reflexivity	B	Std. Error	T	P	B	Std. Error	T	P
Constant	35.896	1.397	25.692	.000	35.138	1.424	24.683	.000
Idealised Influence	.434	.171	2.535	.012**	.487	.174	2.792	.006***
Inspirational Motivation	.496	.174	2.848	.005***	.565	.178	3.179	.002***
Intellectual Stimulation	.031	.150	.207	.836	.001	.153	.010	.992
Individualised Consideration	-.021	.143	-.146	.884	-.010	.146	-.069	.945
R	.285				.310			
R ²	.081				.096			
Adjusted R ²	.072				.087			
F value	F(4,395)= 8.727				F(4,395)= 10.516			
P value	.000				.000			

a. Dependent Variable: Transformational Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From the above table it is observed that R value is equal to 0.29 and 0.31 for task reflexivity and social reflexivity respectively. This indicates that there is low degree of correlation between team reflexivity factors (task reflexivity and social reflexivity) and transformational leadership factors.

It is further observed that R² value is equal to 0.081 and 0.096 for task reflexivity and social reflexivity respectively. This implies that about 8% and 10% of total variation in team reflexivity factors i.e. task reflexivity and social reflexivity due to transformational leadership factors whereas the remaining 92% and 90% is due to other factors.

The adjusted R² value is equal to 0.072 and 0.87 of task reflexivity and social reflexivity respectively, which indicates that the independent variables of transformational leadership behaviour in the model accounts for 7.2% and 8.7%

variance in the dependent variables task reflexivity and social reflexivity respectively. Since the difference between R^2 and adjusted R^2 is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.00 which is less than 0.05 for task and social reflexivity. Hence we conclude that there is a statistically significant relationship between the independent variables and team reflexivity. Thus the model is a good fit.

Testing Hypothesis

Transformational Leadership and Task Reflexivity

In the Table No. 4.3.1 it is observed that the p-value for beta the coefficient of Idealised influence is 0.012 which is less than 0.05 which implies that idealised influence is significant at 5 % level of significance and the p-value for the beta coefficient of inspirational motivation is 0.005 which is less than .01 which implies that inspirational motivation is significant at 1% level of significance. Thus we accept the hypothesis that the idealised influence and inspirational motivation is significantly positively related to task reflexivity whereas remaining variables i.e. intellectual stimulation and individualised consideration are insignificant but intellectual stimulation is positively and individualised consideration is negatively related to task reflexivity.

Transformational Leadership and Social Reflexivity

From the Table No. 4.3.1 it is observed that the p-value for beta the coefficient of idealised influence is .006 and inspirational motivation is 0.002 which is less than 0.01 which implies that idealised influence and inspirational motivation is significant at 1% level of significance. Thus we accept the hypothesis that the idealised influence and inspirational motivation are significantly and positively related to social reflexivity. Intellectual stimulation and individualised consideration are insignificant but intellectual stimulation is positively and individualised consideration is negatively related to social reflexivity.

The OLS (Regression model) equation for predicting task reflexivity and social reflexivity are:

$$\text{Task Reflexivity} = 35.896 + (.434) (\text{Idealised Influence}) + (.496) (\text{Inspirational Motivation}) + (.031) (\text{Intellectual Stimulation}) + (-.021) (\text{Individualised Consideration})$$

$$\text{Social Reflexivity} = 35.138 + (.487) (\text{Idealised Influence}) + (.565) (\text{Inspirational Motivation}) + (.001) (\text{Intellectual Stimulation}) + (-.010) (\text{Individualised Consideration})$$

4.3.2 TRANSACTIONAL LEADERSHIP AND TEAM REFELXIVITY

4.3.2 There is a significant positive relationship between transactional leadership behaviour and team reflexivity.

This hypothesis is further divided into hypotheses for transactional leadership behaviour.

4.3.2a Hypothesis: Transactional leadership behaviour is positively related to task reflexivity of team leaders.

4.3.2b Hypothesis: Transactional leadership behaviour is positively related to social reflexivity of team leaders.

These hypotheses are further sub-divided into following hypotheses:

Hypothesis 4.3.2a.1: Contingent reward is positively related to task reflexivity.

Hypothesis 4.3.2a.2: Management-by-exception is positively related to task reflexivity

Hypothesis 4.3.2b.1 :Contingent reward is positively related to social reflexivity.

Hypothesis 4.3.2b.2: Management-by-exception is positively related to social reflexivity

Table 4.3.2 Transactional leadership and Team Reflexivity

	Task Reflexivity				Social Reflexivity			
	Unstandardized Coefficients		T	P	Unstandardized Coefficients		T	p
Team reflexivity	B	Std. Error	T	P	B	Std. Error	T	p
Constant	37.654	1.024	36.781	.000	38.034	1.057	35.976	.000
Contingent Reward	.511	.145	3.531	.000***	.562	.149	3.759	.000***
Management-By-Exception	.245	.136	1.803	.072*	.159	.140	1.137	.256
R	.292				.275			
R ²	.085				.076			
Adjusted R ²	.080				.071			
F value	F(2,397)= 18.444				F(2,397)= 16.215			
P value	.000				.000			

a. Dependent Variable: Transactional Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From table 4.3.2, it is observed that R value is equal to 0.29 and 0.28 for task and social reflexivity respectively. This indicates that there is low degree of correlation between transactional leadership factors and team reflexivity i.e. task reflexivity and social reflexivity. Further it is observed that R² value is equal to 0.085 and 0.076 for task and social reflexivity respectively. This implies that about 9% and 8% of total variation in team reflexivity factors i.e. task reflexivity and social reflexivity is due to transactional leadership factors whereas remaining 91% and 92% is due to other factors.

The adjusted R² value is equal to 0.080 and 0.71 of task and social reflexivity respectively. This indicates that the independent variables (contingent reward and management-by-exception) in the model accounts for 8% and 7% variance in the dependent variables i.e. task and social reflexivity (team reflexivity) respectively. Since the difference between the R² and adjusted R² is quite small,

we conclude that sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.00 which is less than 0.05 for task and social reflexivity. Hence we conclude that there is a statistically significant relationship between the independent variables contingent reward and management-by-exception (transactional leadership). Thus the model is a good fit.

Testing Hypothesis

Transactional Leadership and Task Reflexivity

From the Table No. 4.3.2 it is seen that the p-value for the beta coefficient of contingent reward is 0.000 which is less than 0.01 which implies that contingent reward is significant at 1% level of significance level and the p-value for the beta coefficient of management-by-exception is 0.72 which is less than 0.10 which implies that management-by-exception is significant at 10% level of significance. Thus we accept the hypothesis that contingent reward and management-by-exception is significantly and positively related to task reflexivity.

Transactional Leadership and Social Reflexivity

From the Table No. 4.3.2 it is seen that the p-value for beta coefficient of contingent reward is 0.000 which is less than 0.01 which implies that contingent reward is significant at 1% level of significance. Thus we accept the hypothesis that the contingent reward is significantly and positively related to social reflexivity whereas management-by-exception is positively related but not significant. Hence hypothesis is not supported.

The OLS (Regression model) equation for predicting task reflexivity and social reflexivity are:

$$\begin{aligned} \text{Task Reflexivity} &= 37.654 + (.511) (\text{Contingent Reward}) + (.245) (\text{Management} \\ &\quad \text{–by- Exception)} \\ \text{Social Reflexivity} &= 38.034 + (.562) \\ &\quad (\text{Contingent Reward}) + (.159) (\text{Management–by- Exception}) \end{aligned}$$

4.3.3 LAISSEZ-FAIRE LEADERSHIP AND TEAM REFELXIVITY

4.3.3: There is a significant negative relationship between laissez-faire leadership behaviour and team reflexivity.

This hypothesis is further divided into two hypotheses for laissez-faire leadership behaviour.

4.3.3a Hypothesis: Laissez-faire leadership behaviour is negatively related to task reflexivity of team leaders.

4.3.3b Hypothesis: Laissez-faire leadership behaviour is negatively related to social reflexivity of team leaders.

Table No. 4.3.3 Laissez-faire leadership and Team Reflexivity

	Task Reflexivity				Social Reflexivity			
	Unstandardized Coefficients				Unstandardized Coefficients			
Team Reflexivity	B	Std. Error	T	P	B	Std. Error	T	P
Constant	42.029	.677	62.063	.000	42.282	.697	60.664	.000
Laissez-faire Leadership	.231	.087	2.661	.008***	.212	.089	2.372	.018**
R	.132				.118			
R ²	.017				.014			
Adjusted R ²	.015				.011			
F value	F(1,398)= 7.083				F(1,398)= 5.627			
P value	.008				.018			

a. Dependent Variable: Laissez-faire Leadership b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From table 4.3.3 it is observed that R value is equal to 0.13 and 0.12 indicates that there is low degree of correlation between laissez-faire leadership behaviour and team reflexivity (task reflexivity and social reflexivity).It is further observed that R² value is equal to 0.017 and 0.014 for task and social reflexivity respectively. This indicates that about 2% and 1.4 % of total variation in team

reflexivity factors i.e. task reflexivity and social reflexivity due to laissez-faire leadership whereas remaining 91% and 92% is due to other factors.

Whereas the adjusted R^2 value is equal to .015 and 0.11 which tells us that the independent variable laissez-faire in the model accounts for 8% and 7% variance in the dependent variable i.e. team reflexivity (task and social reflexivity). Since the difference between the R^2 and adjusted R^2 is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.008 (less than 0.05) for task reflexivity and the significant p value is equal to 0.018 (less than 0.05) for social reflexivity. Hence we conclude that there is statistically significant relationship between the independent variable laissez-faire leadership and team reflexivity. Thus the model is a good fit.

Testing Hypothesis

Laissez-faire Leadership and Task Reflexivity

From the Table No. 4.3.3 it is observed that the p-value for beta coefficient of laissez-faire leadership is .008 which is less than 0.01 which implies that laissez-faire leadership is insignificant at 1% level of significance. Thus we reject the hypothesis that the laissez-faire leadership is negatively related to task reflexivity. The results reveal that there is a significant positive relationship between laissez faire and task reflexivity.

Laissez-faire Leadership and Social Reflexivity

From the Table No. 4.3.3 it is observed that the p-value for beta coefficient of laissez-faire leadership is .018 which is less than 0.05 which implies that laissez-faire leadership is significant at 5% level of significance. Thus we reject the hypothesis that the laissez-faire leadership is negatively related to social reflexivity. The results reveal that there is a significant positive relationship between laissez faire and social reflexivity.

The OLS (Regression model) equation for predicting task reflexivity and social reflexivity are:

$$\text{Task Reflexivity} = 42.029 + (.231) (\text{Laissez-faire leadership})$$

$$\text{Social Reflexivity} = 42.282 + (.212) (\text{Laissez-faire leadership})$$

4.3.4 LEADERSHIP BEHAVIOUR AND TEAM REFLEXIVITY

Table No. 4.3.4 Leadership behaviour and Team Reflexivity

Team Reflexivity	Unstandardized Coefficients		T	p
	B	Std. Error		
Constant	71.718	2.561	28.008	.000
Transformational Leadership	.272	.106	2.572	.010**
Transactional Leadership	.549	.175	3.136	.002***
Laissez-faire Leadership	-.245	.195	-1.255	.210
R	.321			
R ²	.103			
Adjusted R ²	.096			
F value	F(3,396)= 15.200			
P value	.000			

a. Dependent Variable: Team Reflexivity b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From table 4.3.4, it is observed that R value is equal to 0.32. This indicates that there is low degree of correlation between team reflexivity and transformational leadership, transactional leadership and laissez-faire leadership. Further it is observed that R² value is equal to 0.103. This implies that about 10.3% of total variation in team reflexivity is due to transformational leadership, transactional leadership and laissez-faire leadership whereas remaining 89.7% is due to other factors.

The adjusted R² value is equal to 0.096 which depicts that the independent variables i.e. transformational, transactional and laissez-faire leadership in the

model accounts for 10% variance in the dependent variable i.e. team reflexivity. Since the difference between the R^2 and adjusted R^2 is quite small, we conclude that sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.00 which is less than 0.05. Hence we conclude that there exists significant relationship between the variables such as transformational, transactional and laissez-faire leadership. Thus the model is a good fit.

Testing Hypothesis

Leadership Behaviour and Team Reflexivity

From the Table No. 4.3.4 it is observed that the p-value for transformational leadership is 0.010 (which is equal to .01) and the p-value for transactional leadership is 0.002 (less than .01) which implies that transformational leadership and transactional leadership are significant at 1% level of significance. Thus we accept the hypothesis that the team reflexivity is significantly and positively related to transformational leadership and transactional leadership. The analysis shows that the relationship between laissez-faire leadership and team reflexivity is negative (beta value -.245) and insignificant (p value 0.210). Thus the hypothesis laissez-faire leadership is significantly and negatively related to team reflexivity is not supported.

The OLS (Regression model) equation for predicting team reflexivity is

$$\text{Team Reflexivity} = 71.718 + (.272) (\text{Transformational leadership}) + (.549) (\text{Transactional Leadership}) + (-.245) (\text{Laissez-faire leadership})$$

This objective of the study shows the relationship between transformational leadership behaviour i.e. transformational, transactional and laissez-faire and team reflexivity. Team reflexivity consists of two dimensions i.e. task reflexivity and social reflexivity.

It shows that transformational leadership behaviour is important in stimulating team reflexivity.

A positive relationship between transformational leadership and team reflexivity (task and social reflexivity) is found, as stated in hypothesis 4.3.1a and 4.3.1b. In this study it is interpreted that the charisma or idealised influence and inspirational motivation shows positive influence on team reflexivity i.e. task and social reflexivity in IT companies whereas intellectual stimulation and individualised consideration shows negative influence on team reflexivity i.e. task and social reflexivity. It is found that team leaders act as a role model for the team members and they in turn get motivated to work better in team which leads to team reflexivity in team leaders in IT companies in India. There is a direct relationship between transformational leadership and team reflexivity of team leaders. The current study shows that team leaders in IT companies play a very important role in enhancing reflexivity and performance of the team.

Further it is found that transactional leadership components i.e. contingent reward and management-by-exception have positive influence on the team reflexivity i.e. task and social reflexivity of the team leaders in IT companies.

Laissez faire leadership also shows positive relationship with task reflexivity and social reflexivity.

Overall results supported the hypotheses. Regression analysis shows significant relationships. As stated in hypothesis 4.3.1, 4.3.2 and 4.3.3., a positive relationship between transformational leadership behaviour, transactional leadership behaviour and team reflexivity of team leaders is found (p value = .010, $p < .01$), (p value = 0.002, $p < .01$) respectively. Laissez-faire shows insignificant negative relationship with team reflexivity of team leaders.

Team leaders in IT companies found to be inspiring, motivating to rethink their objectives and working methods, team strategies, communication and reviewing decisions. They also provide support to each other in stress and in difficult times exchanging new skills among themselves, dealing with conflicts constructively and quickly resolving arguments. It thus seems that transformational leadership

behaviour is related to idealised influence and inspirational motivation among team leaders which in turn related to higher team reflexivity. This leads to enhanced performance of the team leaders in the IT companies in India.

Finally, in line with previous studies, (Schippers, M.C et al., 2007, Schippers et. al.2003, Hirst et al. 2004,) we find transformational leadership behaviour are positively related to team reflexivity of team leaders in IT companies in India. It is found that transformational leadership positively influence reflexivity which in turn influences team performance, team innovation, commitment and satisfaction.

4.3.5 SUMMARY OF HYPOTHESES.

Sr. No	Hypotheses	Result	P value
4.3.1	Transformational Leadership Behaviour is significantly positively related to Team reflexivity	Supported	.010 **
4.3.1a	Transformational Leadership Behaviour is positively related to Task Reflexivity		
4.3.1a.1	Idealised Influence is positively related to Task Reflexivity	Supported	.012**
4.3.1a.2	Inspirational Motivation is positively related to Task Reflexivity	Supported	.005 ***
4.3.1a.3	Intellectual Stimulation is positively related to Task Reflexivity	Not Supported	.836
4.3.1a.4	Individualised Consideration is positively related to Task Reflexivity	Not Supported	.884
4.3.1b	Transformational Leadership Behaviour is positively related to Social Reflexivity		

4.3.1b.1	Idealised Influence is positively related to Social Reflexivity	Supported	.006***
4.3.1b.1	Inspirational Motivation is positively related to Social Reflexivity	Supported	.002***
4.3.1b.3	Intellectual Stimulation is positively related to Task Reflexivity	Not Supported	.992
4.3.1b.4	Individualised Consideration is positively related to Social Reflexivity	Not Supported	.945
4.3.2	Transactional Leadership Behaviour is significantly positively related to Team reflexivity	Supported	.002***
4.3.2.1a	Transactional Leadership Behaviour is positively related to Task Reflexivity		
4.3.2.1a.1	Contingent Reward is positively related to Task Reflexivity	Supported	.000 ***
4.3.2.1a.2	Management –by- Exception is positively related to Task Reflexivity	Supported	.072 *
4.3.2.1b	Transactional Leadership Behaviour is positively related to Social reflexivity		
4.3.2.1b.1	Contingent Reward is positively related to Social Reflexivity	Supported	.000 ***
4.3.2.1b.2	Management –by- Exception is positively related to Social Reflexivity	Not Supported	.256
4.3.3	Laissez-faire is negatively related to Team Reflexivity	Not Supported	.210
4.3.3a	Laissez-faire is negatively related to Task Reflexivity	Not Supported	.008 ***
4.3.3b	Laissez-faire is negatively related to social Reflexivity	Not Supported	.018**

a. Level of significance *** p<.01 ** p< .05 * p<.10

4.4 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND CHANGE MANAGEMENT

Objective 4: To evaluate whether transformational leadership behaviour will lead to change management.

4.4.1 TRANSFORMATIONAL LEADERSHIP AND CHANGE MANAGEMENT

Hypothesis 4.4.1: There is a significant positive relationship between transformational leadership behaviour and change management.

This hypothesis was further divided for into four sub-hypothesis of transformational leadership behaviour as stated below:

Hypothesis 4.4.1a: Idealised influence is positively related to change management.

Hypothesis 4.4.1b: Inspirational motivation is positively related to change management.

Hypothesis 4.4.1c: Intellectual stimulation is positively related to change management.

Hypothesis 4.4.1d: Individualised consideration is positively related to change management

Table No. 4.4.1 Transformational leadership and Change Management

Change Management	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	3.111	.141	22.118	.000
Idealised Influence	.016	.017	.914	.361
Inspirational Motivation	-.018	.018	-1.012	.312
Intellectual Stimulation	.022	.015	1.457	.146
Individualised Consideration	.049	.014	3.420	.001***
R	0.258			
R ²	0.067			
Adjusted R ²	0.057			

F value	F (4,395) =7.051
P value	.000

a. Dependent Variable: Change management b. *** p<.01 ** p< .05 * p<.10 Source: Primary

Results and Discussion

In table no 4.4.1 change management is depicted as dependent variable, and all dimensions transformational leadership behaviour as independent variables. It is observed that R value is equal to 0.26. This indicates that there is low degree of correlation between change management and all transformational leadership factors.

Further it is observed that R² value is equal to 0.067. This implies that about around 7% of total variation in change management due to transformational leadership factors (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration) whereas remaining 93% due to other factors. Whereas the adjusted R² value is equal to 0.057, which shows that the independent variables in the model accounts for 5.7% variance in the dependent variable i.e. change management. Since the difference between the R² and adjusted R² is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to .000 which is less than 0.05, hence we conclude that there is a statistically significant relationship between the independent variables, idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 4.4.1 it is observed that the p-value for beta coefficient of individualised consideration is .001 (less than 0.01) which implies that individualised consideration is significant at 1% level of significance. Thus we accept the hypothesis that individualised consideration is significantly and positively related to change management whereas the other variables idealised

influence, intellectual stimulation are positively insignificant. Further inspirational motivational is insignificantly and negatively related to change management.

The OLS (Regression model) equation for predicting change management is

$$\text{Change Management} = 3.111 + (.016) (\text{Idealised Influence}) + (-.018) (\text{Inspirational Motivation}) + (.022) (\text{Intellectual Stimulation}) + (.049) (\text{Individualised Consideration})$$

4.4.2 TRANSACTIONAL LEADERSHIP AND CHANGE MANAGEMENT

Hypothesis 4.4.2: There is a significant positive relationship between transactional leadership behaviour and change management.

This hypothesis was further divided into two sub-hypothesis of transactional leadership behaviour as follows:

Hypothesis 4.4.2a: Contingent reward is positively related to change management.

Hypothesis 4.4.2b: Management-by-exception is positively related to change management

Table No. 4.4.2 Transactional leadership and Change Management

Change Management	Unstandardized Coefficients		T	p
	B	Std. Error		
	3.322	.105	31.513	.000
Contingent Reward	.023	.015	1.566	.118
Management-By- Exception	.020	.014	1.414	.158
R	0.166			
R ²	0.028			
Adjusted R ²	0.023			
F value	F(2,397) = 5.613			
P value	0.004			

a. Dependent Variable: Change Management b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From table 4.4.2 it is noted that R value is equal to 0.17. This indicates that there is low degree of correlation between change management and transactional leadership factors (contingent reward and management-by-exception). Further it is observed that R^2 value is equal to 0.028. This implies that about 3% of total variation in change management due to transactional leadership factors i.e. contingent reward and management-by-exception whereas remaining 97% is due to other factors.

The adjusted R^2 value is equal to 0.023. This shows that the independent variables contingent reward and management-by-exception in the model accounts for 2% variance in the dependent variable i.e. change management. Since the difference between the R^2 and adjusted R^2 is quite small, we conclude that sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.004 which is less than 0.05. Hence, we conclude that there is statistically significant relationship between the independent variables i.e. contingent reward and management-by-exception. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 4.4.2 it can be seen that the p-value for beta coefficient of contingent reward and management-by-exception are not significant. But contingent reward and management-by-exception are positively related to change management. Thus we reject the hypothesis that contingent reward and management-by-exception are significantly and positively related to change management. The results of analysis reveal that contingent reward and management by exception are positively related but not significant. It indicates that transactional leadership do not significantly influence change management in IT companies in India.

The OLS (Regression model) equation for predicting change management is
 Change Management = 3.322+ (.023) (Contingent Reward) + (.020)
 (Management- By- Exception)

4.4.3 LAISSEZ-FAIRE LEADERSHIP AND CHANGE MANAGEMENT

Hypothesis 4.4.3: There is a significant negative relationship between laissez-faire leadership behaviour and change management.

Table No. 4.4.3 Laissez-faire leadership and Change Management

Change Management	Unstandardized Coefficients			
	B	Std. Error	T	P
Constant	3.702	.068	54.264	.000
Laissez-faire leadership	-.004	.009	-.472	.637
R	0.024			
R ²	0.001			
Adjusted R ²	-0.002			
F value	F(1,398) = .223			
P value	0.637			

a. Dependent Variable: Change Management b. *** p<.01 ** p< .05 * p<.10 Source: Primary

Results and Discussion

From Table 4.4.3 it is observed that R value is equal to 0.024. This indicates that there is low degree of correlation between change management and laissez-faire leadership. Further it is observed that R² value is equal to 0.001. This implies that about 0.1 % of total variation in change management due to laissez-faire leadership whereas remaining 99.9% is due to other factors.

The adjusted R² value is equal to 0.001. This shows that the independent variable laissez-faire leadership in the model accounts for 0.1% variance in the dependent variable i.e. change management.

ANOVA Test

The significant p value is equal to 0.637 greater than 0.05. Hence, we conclude that there is statistically insignificant relationship between the independent variable laissez-faire leadership and change management. Thus model is not good fit.

Testing Hypothesis

Laissez-faire Leadership and Change Management

From the Table No. 4.4.3 it is observed that the p-value for beta coefficient of laissez-faire leadership is not significant and negatively related to change management. Thus we reject the hypothesis that laissez-faire significantly and negatively related to change management. The results reveal that laissez-faire leadership is positively related but not significant.

The OLS (Regression model) equation for predicting change management is
 Change Management = 3.702+ (-.004) (Laissez-faire leadership)

4.4.4 LEADERSHIP BEHAVIOUR AND CHANGE MANAGEMENT

Table No. 4.4.4. Leadership Behaviour and Change Management

Change Management	Unstandardized Coefficients		t	P
	B	Std. Error		
Constant	3.022	.136	22.180	.000
Transformational Leadership	.020	.006	3.574	.000***
Transactional Leadership	.016	.009	1.729	.085*
Laissez-faire Leadership	-.036	.010	-3.454	.001 ***
R	.281			
R ²	.079			
Adjusted R ²	.072			
F value	(3,396) = 11.275			
P value	.000			

a. Dependent Variable: Change Management b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion

From the above table, it is observed that R value equal to 0.28. This indicates that there is a low degree of correlation between change management and transformational leadership, transactional leadership and laissez-faire leadership. Further it is observed that R^2 value is equal to 0.079. This implies that about 8% of total variation in change management and transformational leadership, transactional leadership and laissez-faire leadership whereas remaining 92% due to other factors.

The adjusted R^2 value is equal to 0.072. This shows that the independent variables transformational, transactional and laissez-faire leadership behaviour in the model accounts for 7.2% variance in the dependent variable i.e. change management. Since the difference between the R^2 and adjusted R^2 is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 which is less than 0.05. Hence, we conclude that there is statistically significant relationship between the independent variables i.e. transformational leadership, transactional leadership and laissez-faire leadership. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 4.4.4 it is observed that the p-value for the beta coefficient of transformational leadership is .000 (less than 0.01) thus supporting the hypothesis that there is significant positive relationship between transformational leadership and change management. Further it is seen that p- value for the beta coefficient of transactional leadership is 0.085 (which is less than 0.10). This implies that transactional leadership has significant relationship with change management. The p value for the beta coefficient of laissez faire leadership is 0.001 (less than 0.01), however beta coefficient is negative (-.036) thus indicating laissez-faire leadership is significantly and negatively related to change management. Thus we accept the hypothesis that the transformational

leadership, transactional leadership are significantly positively related change Management and laissez-faire leadership is significantly and negatively related to change management.

The OLS (Regression model) equation for predicting change management is
Change Management = 3.022+ (.020) (Transformational Leadership) + (.016)
(Transactional Leadership) + (-.036) (Laissez-faire
leadership)

The results of the study show that there exists a relationship between transformational leadership behaviour i.e. transformational, transactional and laissez-faire and change management. Multiple regression analysis shows significant relationships. IT sector is a volatile sector. It shows that transformational leadership behaviour leads to effective management of change in IT companies in India. The current study shows that team leaders in IT companies play a very important role in managing changes effectively in IT companies. Transformational leadership is important during times of change because of the ability of transformational leaders to engage followers and motivate them to support the leaders' chosen direction. There are four components of transformational leadership i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. From table no 4.4.1 it is found that there is a statistically significant relationship (p value = .001, $p < .01$) between individualised consideration and change management in IT companies in India. Therefore the hypothesis is accepted as the relationship between individualised consideration and change management exists in IT companies in India. The results of the study show that individualised consideration plays an important role in managing change in IT companies. The transformational leader has certain skills and behaviour which help to influence execution of change positively. Individualised consideration by team leader to each individual follower helps to achieve better growth of an individual. The team leader accepts individual differences and encourages, and motivates the

achievement of objectives of an organisation. Whereas other factors i.e. idealised influence, inspirational motivation and intellectual stimulation do not contribute to relationship with change management.

As seen in table 4.4.2 and 4.4.3 transactional leadership does not significantly influence changes happening in IT companies in India. Transactional leadership factors i.e. contingent reward and management by exception are positively related to change management but not significant. Laissez faire leadership is also not significant but negatively related to change management in IT (Software) companies in India.

Overall results support the hypothesis. As shown in table 4.4.4 and stated by hypothesis 4.4.1 and 4.4.2, a positive relationship between transformational leadership behaviour and change management is found (p value = .000, $p < .01$), a relationship between transactional leadership behaviour and change management is observed (p value = 0.085, $p < .10$). It also support hypothesis 4.4.3 i.e. laissez faire leaderships shows a negative relationship with change management. It was found that team leaders manage change in IT companies successfully.

The significance of this research finding is that overall it supports previous research findings that there is a significant positive relationship between the transformational leadership behaviour and transactional leadership behaviour and change management. (Vinger, G., Cilliers, F. 2006, Holten & Brenner 2015, Gilley, A., et al. 2009) It was observed that the leaders exhibit transformational leadership fairly often and that, contrary to criticism, they manage change fairly successfully. Transformational leadership style has a positive direct, long-term effect on followers' change appraisal while it is negative for transactional leadership.

4.4.5 SUMMARY OF HYPOTHESES:

Sr. no	Hypotheses	Result	P value
4.4.1	Transformational Leadership Behaviour is significantly positively related to Change	Supported	.000 ***

	Management		
4.4.1a	Idealised Influence is positively related to Change Management	Not Supported	.361
4.4.1b	Inspirational Motivation is positively related to change management	Not Supported	.312
4.4.1c	Intellectual Stimulation is positively related to Change Management	Not Supported	.146
4.4.1d	Individualised Consideration is positively related to Change Management	Supported	.001 ***
4.4.2	Transactional Leadership Behaviour is significantly positively related to Change Management	Supported	0.085 *
4.4.2a	Contingent Reward is positively related to Change Management	Not Supported	.118
4.4.2b	Management –by- Exception is positively related to Change management	Not Supported	.158
4.4.3	Laissez-faire is significantly negatively related to Change Management	Supported	0.001 ***

a. Dependent Variable: Change Management b. *** p<.01 ** p<.05 * p<.10

4.5 SUMMARY

The researcher reviewed and analyzed primary data received from select IT companies in India to analyse the pivotal transformational leadership behaviour (transformational, transactional and liassez-faire) from the perception of team leaders in the IT companies. Further to examine the relationship between leaders' emotional intelligence and their leadership behaviour and to examine the relationship between the transformational leadership behaviour and team reflexivity and change management in IT companies. A Multiple regression has been run to investigate the said relationship and test whether or not there was a

significant relationship between the two important variables (as described in Research Question 2 and Hypothesis 4.2.1, 4.2.2, 4.2.3). The results support Hypothesis because the regression between leaders' emotional intelligence scores and their perceived leadership behaviour ratings do reach the level of statistical and practical significance typically desired.

Furthermore, a multiple regression was run to assess the extent to which transformational leadership behaviour dimensions could predict the perceived level of team reflexivity (as stated in Research Question 3 and Hypothesis 4.3.1, 4.3.2, 4.3.3). The results support the Hypothesis because the regression between transformational leadership behaviour scores and their team reflexivity ratings do reach the level of statistical and practical significance typically desired.

Further it is found transformational leadership behaviour dimensions could predict the change management in IT companies (as stated in Research Question 4 and Hypothesis 4.4.1, 4.4.2, 4.4.3). The overall results support the Hypothesis that transformational leadership behaviour dimension scores are indicators of change management.

In other words, statistically significant predictive relationship was found between leaders' self-awareness, self-management, social awareness, and relationship management scores and their perceived leadership behaviour ratings. Further it is found there is also statistically significant predictive relationship between leaders' idealised influence, inspirational motivation, intellectual stimulation and individualised consideration scores and their perceived team reflexivity of team leader ratings. Lastly, it is found that there is statistically significant predictive relationship between transformational leadership behaviour and change management in IT companies of India.

CHAPTER V

ANALYSIS AND DISCUSSION OF TRANSFORMATIONAL LEADERSHIP BEHAVIOUR FROM THE PERCEPTION OF TEAM MEMBERS

CHAPTER V

ANALYSIS AND DISCUSSION OF TRANSFORMATIONAL LEADERSHIP BEHAVIOUR FROM THE PERCEPTION OF TEAM MEMBERS

In this chapter, three objectives have been analysed. The first objective is to study transformational leadership behaviour (transformational, transactional, and laissez-faire) from the perception of team members in IT companies in India. The second objective is to see whether transformational leadership behaviour is significantly related to creativity of team members. Lastly, it is analysed whether transformational leadership behaviour is significantly related to organisational citizenship behaviour (OCB) of team members in IT companies in India.

The study is restricted to IT companies concentrated in Goa, Mumbai, Bangalore, Pune, and Hyderabad. Descriptive statistics were used to summarise patterns in the sample's responses. The statistics provides information about the frequency of the demonstration of transformational, transactional, and laissez-faire leadership behaviour of the sample. These statistics were also used to describe the distribution of a set of data by determining the data's frequency distribution, the mean and standard deviation (SD). These objectives were tested by conducting multiple linear regression analysis. The statistical analysis has been carried out using SPSS version 21.00.

5.1 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR -

(TRANSFORMATIONAL, TRANSACTIONAL AND LAISSEZ-FAIRE)

Objective 1: To analyse demographic profile and transformational leadership behaviour in IT (software) companies.

5.1.1 DEMOGRAPHIC DETAILS OF TEAM MEMBERS:

The details regarding various demographic parameters like age, gender,

education, marital status, designation, experience, and location of the company were obtained from team members of IT companies in India.

Table No. 5.1.1 DEMOGRAPHIC PROFILE OF TEAM MEMBERS

Variable	Category	Frequency	Percent (%)
Gender	Male	282	70.1
	Female	120	29.9
Age	21-25 years	83	20.6
	26- 30years	165	41.0
	31-35 years	128	31.8
	36-40 years	26	6.5
Marital Status	Married	231	57.5
	Single	171	42.5
Education	Technical	204	50.7
	Non- Technical	198	49.3
Designation	Soft. Engineer	78	19.4
	Programme Developer	115	28.6
	Data Base Analyst (DBA)	125	31.1
	Others	84	20.9
Experience	1-5 years	198	49.3
	6-10 years	166	41.3
	above 10 years	38	9.5
Location of the company	Bangalore	73	18.2
	Goa	141	35.1
	Mumbai	116	28.9
	Pune	68	16.9
	Other	4	1.00
Total		402	100.00

Source: Primary Data

Table 5.1.1 shows the demographic characteristics of the team members in the IT companies.

The gender composition of the sample is strongly biased towards males (70.1% male/29.9% female). With reference to the age of team members, most are in the age group of 26-30 years (41%). The trend shows that there are young employees in the IT companies. Most of the team members are married (57.5%).

Team members have technical as well as non-technical qualifications like M.E (IT), MCA, B.E (IT), M.Sc, and B.Sc. Many of the team members have technical education i.e. 50.7%. Team members working in IT companies have different designations such as programme developers (junior / senior), software engineers, data base analysts (DBA), SAP consultants etc. Most of the team members are DBA (31.1%), followed by programme developers (28.6%), software engineers (19.4%) and others 20.9%.

Majority of team members have experience up to five years (48.8%), followed by 6-10 years (41.3%). Majority of the team members are from IT companies located in Goa i.e. 35.1% followed by Mumbai (28.9%), Bangalore (18.2 %) and Pune (16.9%).

5.1.2 TEAM MEMBERS' PERCEPTION ABOUT THEIR LEADERS' LEADERSHIP BEHAVIOUR

Table 5.2 provides frequency and percentage distribution of the team members' responses to the 21 statements of the Multifactor Leadership Questionnaire (MLQ) items of transformational leadership, transactional leadership and laissez-faire leadership.

Table No 5.1.2 Frequency and Percentage of Transformational leadership Behaviour

Leadership Behaviour	Factor	0	1	2	3	4
		Not at all	Once in a while	Sometimes	Most often	Frequently
Transformational	Idealise Influence	0 (0)	0 (0)	8 (2)	238 (59.5)	154 (38.5)
		0 (0)	144 (36)	180 (45)	76 (19)	0 (0)
		0 (0)	47 (11.75)	238 (59.5)	115 (28.75)	0 (0)
	Inspirational Motivation	0 (0)	101 (25.25)	271 (67.75)	28 (7)	0 (0)
		0 (0)	74 (18.5)	293 (73.25)	33 (8.25)	0 (0)
		0 (0)	58 (14.5)	275 (68.75)	67 (16.75)	0 (0)
	Intellectual Stimulation	0 (0)	49 (12.25)	295 (73.75)	56 (14)	0 (0)
		0 (0)	99 (24.75)	258 (64.5)	43 (10.75)	0 (0)
		0 (0)	106 (26.5)	252 (63)	42 (10.5)	0 (0)
	Individualised Consideration	0 (0)	23 (5.75)	163 (40.75)	214 (53.5)	0 (0)
		0 (0)	104 (26)	244 (61)	52 (13)	0 (0)
		0 (0)	124 (31)	228 (57)	48 (12)	0 (0)

Transactional	Contingent Reward	0 (0)	87 (21.75)	264 (66)	49 (12.25)	0 (0)
		0 (0)	49 (12.25)	194 (48.5)	157 (39.25)	0 (0)
		0 (0)	66 (16.5)	232 (58)	102 (25.5)	0 (0)
	Management By Exception	0 (0)	64 (16)	246 (61.5)	90 (22.5)	0 (0)
		0 (0)	250 (62.5)	125 (31.25)	25 (6.25)	0 (0)
		0 (0)	26 (6.5)	166 (41.5)	208 (52)	0 (0)
Laissez-faire	Laissez-faire	0 (0)	98 (24.5)	239 (59.75)	63 (15.75)	0 (0)
		0 (0)	273 (68.25)	121 (30.25)	6 (1.5)	0 (0)
		0 (0)	54 (13.5)	317 (79.25)	29 (7.25)	0 (0)

Source: Primary Data

*Figures shown in bracket denote

percentages.

Table 5.1.2 gives a summary of the team members regarding the multifactor leadership instrument which contains 21 items. Transformational leadership behaviour has seven factors i.e. idealised influence, inspirational motivation, intellectual Stimulation and individualised consideration, contingent reward, management-by-exception and laissez-faire.

5.1.3 MEAN AND STANDARD DEVIATION (SD) DISTRIBUTION OF THE TEAM MEMBERS' RESPONSES

Table 5.1.3 provides mean and standard deviation (SD) distribution of the team members' responses to the 21 statements of the MLQ items in a dimension-wise of transformational leadership, transactional leadership and laissez-faire leadership.

Table No. 5.1.3 Mean and standard deviation (SD)

Leadership Behaviour	Factor	Mean	SD
Transformational Leadership	Idealise Influence	3.368	0.523
		2.836	0.726
		3.174	0.615
	Inspirational Motivation	2.821	0.540
		2.900	0.509
		3.027	0.562
	Intellectual Stimulation	3.017	0.516
		2.863	0.581
		2.846	0.592
	Individualised Consideration	3.480	0.604
		2.873	0.613
		2.816	0.632
Transactional Leadership	Contingent Reward	2.908	0.577
		3.274	0.666
		3.095	0.644
	Management By Exception	3.070	0.620
		2.440	0.614
		3.458	0.615
Laissez –faire Leadership	Laissez-faire	2.918	0.632
		2.341	0.515
		2.940	0.454

Source: Primary Data

In the table 5.1.4 it is seen that the rating score (mean) for all items are found to be above 2. This implies that most team members respect leadership behaviour ‘sometimes’ and ‘most often’. All team members show slight variation about their opinion for each item of questionnaire.

5.1.4 MEAN AND STANDARD DEVIATION INDICATING THE TEAM MEMBER’S LEADERS’ LEADERSHIP BEHAVIOUR.

Table No. 5.1.4 Leadership behaviour - Mean and Standard Deviation

LEADERSHIP BEHAVIOUR	MEAN	SD
1. Transactional Leadership	3.04	0.32
Contingent Reward	3.09	0.42
Management –by-Exception	2.99	0.37
2. Transformational Leadership	3.00	0.26
› Idealised Influence	3.13	0.42
› Inspirational Motivation	2.92	0.35
› Intellectual Stimulation	2.91	0.36
› Individualised Consideration	3.06	0.38
3. Laissez-faire Leadership	2.73	0.36

Source: Primary Data

From Table no 5.1.4 it can be seen that mean and standard deviation of leadership behaviour from perception of team members in IT companies. The results are as follows:

Transactional Leadership: The mean is 3.04 and the SD is 0.32, the mean implies that the leaders exhibit transactional leadership most often. This is at a relatively high level of transactional leadership exhibited by the team leaders in IT companies in India. On an average, majority of the leaders exhibited contingent reward most often (3.09) followed by management-by-exception (2.99).

Transformational Leadership: The mean is 3.00 and the SD 0.26. The mean implies that the leaders exhibit transformational leadership most often. This is at a relatively high level of transformational leadership expressed by team members about team leaders in IT companies in India. On an average, all four behaviour, viz. idealised influence, inspirational motivation, intellectual stimulation and individualized consideration are exhibited most often. The most frequently exhibited behaviour is idealised influence (3.13); followed by individualised

consideration (3.06) followed by inspirational motivation (2.92); and lastly, intellectual stimulation (2.91).

Laissez-faire Leadership: The mean is 2.73 and the SD is 0.36. The mean implies that the team leaders in IT companies also exhibit laissez-faire leadership often.

The results of the study shows that on an average, the level of transformational leadership is more or less the same as the level of transactional leadership, as leaders exhibit these behaviour of leadership most frequently. The predominant transformational leadership behaviour from the perception of team members is transactional, followed by transformational and lastly laissez-faire.

5.1.5 IMPACT OF DEMOGRAPHIC VARIABLES ON TRANSFORMATIONAL LEADERSHIP BEHAVIOUR FROM THE PERCEPTION OF TEAM MEMBERS

5.1.5.1 GENDER

Leadership behaviour	Male	Female	ANOVA
• Transformational	35.826	36.483	F(1,400)=3.622 , p value=0.06
Idealised Influence	9.337	9.475	F(1,400)=1.009 , p value=0.32
Inspirational Motivation	8.656	8.967	F(1,400)=7.636 , p value=0.01**
Intellectual Stimulation	8.748	8.675	F(1,400)=0.378 , p value=0.54
Individualised Consideration	9.085	9.367	F(1,400)=4.982 , p value=0.03**
• Transactional	18.230	18.275	F(1,400)=0.045 , p value=0.83
Contingent Reward	9.252	9.333	F(1,400)=0.353 , p value=0.55
Management- By-Exception	8.979	8.942	F(1,400)=0.092 , p value=0.76
• Laissez-Faire	8.184	8.233	F(1,400)=0.172 , p value=0.68

Source: Primary Data

Level of significance *** p<.01 ** p<.05 * p<.10

From the above table, it is observed that gender has no influence on the various dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire since ANOVA is insignificant except for the two dimensions of

					value =0.08
Contingent Reward	8.92	9.10	9.47	9.55	F(3,398)=5.24 , p value =.000**
Management- By-Exception	8.99	8.99	8.85	9.10	F(3,398)=0.867 , p value =0.46
• Laissez-Faire	8.19	8.29	8.18	8.12	F(3,398)=0.424 , p value =0.74

Source: Primary Data

Level of significance *** p<.01 ** p<.05 * p<.10

From the above table it is realised that the designation of team members has no significant influence on leadership behaviour i.e. transformational, transactional, and laissez-faire.

5.1.5.6. EXPEREINCE

Leadership behaviour	1- 5 years	6-10 years	Above 10 years	ANOVA
• Transformational	36.283	36.265	33.605	F(2,399)=10.672 , p value =0**
Idealised Influence	9.449	9.482	8.553	F(2,399)=7.215 , p value =0
Inspirational Motivation	8.879	8.705	8.263	F(2,399)=6.334 , p value = 0**
Intellectual Stimulation	8.727	8.807	8.368	F(2,399)=1.979 , p value =0.08
Individualised Consideration	9.227	9.271	8.421	F(2,399)=6.868 , p value =0**
• Transactional	18.364	18.307	17.342	F(2,399)=4.232 , p value =0.01**
Contingent Reward	9.354	9.313	8.711	F(2,399)=3.714 , p value =0.01**
Management-	9.010	8.994	8.632	F(2,399)=1.834 , p value

By-Exception				=0.15
• Laissez-Faire	8.162	8.367	7.658	F(2,399)=5.14 , p value = 0**

Source: Primary Data **Level of significance** *** p<.01 ** p<.05 * p<.10

The above table shows that the scores of team members' experience in years have a significant influence on transformational leadership behaviour (**p value=0**), transactional leadership behaviour (**p value =0.01**) and laissez -faire leadership behaviour (**p value= 0**).

5.1.5.7. LOCATION

Leadership behaviour	Bangalore	Goa	Mumbai	Pune	Others	ANOVA
• Transformational	38.22	35.05	35.54	36.47	36.5	F(4,397)=14.841 , p value=.000**
Idealised Influence	10.38	8.95	9.28	9.26	11	F(4,397)=21.159 , p value=.000 **
Inspirational Motivation	9.25	8.57	8.61	8.84	8.5	F(4,397)=6.25 , p value=.00**
Intellectual Stimulation	8.92	8.62	8.68	8.88	7.5	F(4,397)=2.569 , p value=0.04**
Individualised Consideration	9.67	8.91	8.97	9.49	9.5	F(4,397)=7.832 , p value=.000**
• Transactional	18.88	17.75	18.30	18.50	18	F(4,397)=4.821 , p value=.000**
Contingent Reward	9.64	8.89	9.37	9.50	9.5	F(4,397)=5.822 , p value=.00**
Management-By-Exception	9.23	8.86	8.93	9.00	8.5	F(4,397)=1.597 , p value=0.17
• Laissez-Faire	8.52	7.96	8.22	8.25	9.5	F(4,397)=5.048 , p value=.000**

Source: Primary Data **Level of significance** *** p<.01 ** p<.05 * p<.10

It is observed from the above table that location of IT companies has a significant influence on all dimensions of leadership behaviour except management –by-exception, a dimension of transactional leadership behaviour.

5.2 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND CREATIVITY

Objective 5: To assess the relationship between transformational leadership behaviour and creativity of team members.

5.2.1 TRANSFORMATIONAL LEADERSHIP AND CREATIVITY

Hypothesis 5.2.1: There is a significant positive relationship between transformational leadership behaviour and creativity of team members.

This hypothesis is further divided for into four sub-hypothesis of transformational leadership behaviour as follows:

Hypothesis 5.2.1a: Idealised influence is positively related to creativity of team members.

Hypothesis 5.2.1b: Inspirational motivation is positively related to creativity of team members.

Hypothesis 5.2.1c: Intellectual stimulation is positively related to creativity of team members.

Hypothesis 5.2.1d: Individualised consideration is positively related to creativity of team members.

Table No 5.2.1 Transformational Leadership and Creativity

	Unstandardized Coefficients			
Creativity	B	Std. Error	T	P
Constant	3.430	.117	29.265	.000
Idealised Influence	.017	.009	1.836	.067*
Inspirational Motivation	-.015	.011	-1.393	.164
Intellectual Stimulation	.030	.010	2.964	.003***

Individualised Consideration	.009	.010	.904	.367
R	0.211			
R ²	0.044			
Adjusted R ²	0.035			
F value	F(4,397) = 4.616			
P value	0.001			

b. Dependent Variable: Creativity b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

In table no 5.2.1 creativity of team members is taken as dependent variable, and four dimensions of transformational leadership behaviour as independent variables. It is observed that R value is equal to 0.21. This indicates that there is low degree of correlation between creativity of team members and transformational leadership (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration) in IT companies in India. Further it is observed that R² value is equal to 0.044. This implies that about 4.4% of total variation in creativity of team members due to transformational leadership (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration) whereas the remaining 95.6% is due to other factors.

The adjusted R² value is equal to .035. This shows that the independent variables such as idealised influence, inspirational motivation, intellectual stimulation and individualised consideration in the model accounts for 3.5% variance in the dependent variable i.e. creativity of team members. Since the difference between the R² and adjusted R² is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.001 which is less than 0.05. Hence, we conclude that there is statistically significant relationship between the independent variables, idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 5.2.1 it is observed that the p-value for the beta coefficient of intellectual stimulation is 0.003 (less than 0.01) and idealised influence is 0.067 (less than .10) respectively. This indicates that intellectual stimulation is significant at 1% level of significance and idealised influence is significant at 10% level of significance. Thus we accept the hypothesis that the intellectual stimulation and idealised influence is significantly and positively related to creativity of team members whereas other variables i.e. inspirational motivation is insignificant and negative and individualised consideration is insignificant and positive to team members' creativity in IT companies.

The OLS (Regression model) equation for predicting creativity is

$$\text{Creativity} = 3.430 + (.017) (\text{Idealised Influence}) + (-.015) (\text{Inspirational Motivation}) + (.030) (\text{Intellectual Stimulation}) + (.009) (\text{Individualised Consideration})$$

5.2.2 TRANSACTIONAL LEADERSHIP AND CREATIVITY

Hypothesis 5.2.2: There is a significant positive relationship between transactional leadership behaviour and creativity of team members.

This hypothesis is further divided for into two sub-hypothesis of transactional leadership behaviour as follows:

Hypothesis 5.2.2a: Contingent reward is positively related to creativity of team members.

Hypothesis 5.2.2b: Management-by-exception is positively related to creativity of team members.

Table No. 5.2.2 Transactional Leadership and Creativity

Creativity	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	3.564	.099	35.985	.000
Contingent Reward	-.004	.009	-.432	.666
Management-By- Exception	.030	.010	3.081	.002 ***
R	0.155			
R ²	0.024			
Adjusted R ²	0.019			
F value	F(2,399) = 4.886			
P value	.008			

a. Dependent Variable: Creativity b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

In table 5.2.2 Creativity of team members is depicted as the dependent variable, and two dimensions i.e. contingent reward and management-by-exception of transactional leadership behaviour as independent variables. Table 5.2.2 shows the R value is equal to 0.16. This indicates that there is a low degree of correlation between creativity of team members and contingent reward and management-by-exception. Further it is observed that R² value is equal to 0.024. This implies that about 2.4% of total variation in creativity of team members is due to transactional leadership factors whereas the remaining 97.6% is due to other factors. The adjusted R² value is equal to 0.019 which tells us that the independent variables in the model account for 2% variance in the dependent variable i.e. team members’ creativity. Since the difference between R² and adjusted R² is quite small, we conclude that the sample size is adequate for defining the independent variables under study.

ANOVA Test

The significant p value is equal to 0.008 (less than 0.05); hence we conclude that there is a statistically significant relationship between the independent variables,

contingent reward and management-by-exception. ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 5.2.2 it is observed that the p-value for the beta coefficient of management-by-exception is 0.002 (less than 0.01) which implies that management-by-exception is significant at 1% level of significance. Thus we accept the hypothesis that the management-by-exception is significantly and positively related to team member’s creativity. Contingent reward is significantly and negatively related creativity of team members in IT companies in India. This shows that transactional leadership do not influence creativity of team members in IT companies in India.

The OLS (Regression model) equation for predicting creativity is

$$\text{Creativity} = 3.564 + (-.004) (\text{Contingent Reward}) + (.030) (\text{Management-by-Exception})$$

5.2.3 LAISSEZ-FAIRE LEADERSHIP AND CREATIVITY

Hypothesis 5.2.3: There is a significant negative relationship between laissez-faire leadership behaviour and creativity of team members.

Table No. 5.2.3 Laissez-faire Leadership and Creativity

	Unstandardized Coefficients		t	P
	B	Std. Error		
Creativity	B	Std. Error	t	P
Constant	3.435	.078	44.313	.000
Laissez-faire	.044	.009	4.722	.000 ***
R	0.230			
R ²	0.053			
Adjusted R ²	0.050			
F value	F(1,399) = 44.313,			
P value	.000			

a. Dependent Variable: Creativity b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

From the table 5.2.3 it is observed that R value is equal to 0.23. This indicates that there is low degree of correlation between creativity of team members and laissez-faire leadership behaviour. Further it is observed that R^2 value is equal to 0.053. This implies that about 5 % of total variation in creativity of team members is due to laissez-faire leadership whereas the remaining 95% is due to other factors. The adjusted R^2 value is equal to 0.05. This shows that the independent variable laissez-faire in the model accounts for 5 % variance in the dependent variable i.e. creativity of team members in IT companies in India.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05). Hence, we conclude that there is statistically significant relationship between creativity of team members and the independent variable i.e. the laissez-faire leadership behaviour. ANOVA test is statistically significant. Thus the model has a good fit.

Testing Hypothesis

From the Table No. 5.2.3 it is observed that the p-value for the beta coefficient of laissez-faire leadership is .000 (less than 0.01). This implies that laissez-faire leadership is significant at 1% level of significance. Thus we reject the hypothesis that the laissez-faire leadership is significantly and negatively related to creativity of team members. The results of the analysis reveal that laissez-faire leadership shows significant positive relationship with creativity of team members. In other words, creativity of team members is significantly influenced by laissez-faire leadership behaviour in the IT companies in India.

The OLS (Regression model) equation for predicting creativity is

$$\text{Creativity} = 3.435 + (.004) (\text{Laissez-faire leadership})$$

5.2.4 LEADERSHIP BHEVIOURS AND CREATIVITY

Table No. 5.2.4 LEADERSHIP BEHAVIOUR AND CREATIVITY

Creativity	Unstandardized Coefficients		t	P
	B	Std. Error		
Constant	3.281	.126	26.097	.000
Transformational Leadership	.005	.004	1.258	.209
Transactional Leadership	.001	.006	.177	.859
Laissez-faire Leadership	.038	.010	3.727	.000 ***
R	.243			
R ²	.059			
Adjusted R ²	.052			
F value	F(3,398) = 8.301			
P value	.000			

a. Dependent Variable: Creativity b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

In table 5.2.4 creativity of team members is depicted as the dependent variable, and transformational leadership behaviour i.e. transformational, transactional and laissez-faire as independent variables. It is observed that R value is equal to 0.24. This indicates that there is low degree of correlation between creativity of team members and transformational leadership, transactional leadership and laissez-faire leadership. Further it is observed that R² value is equal to 0.059. This implies that about 6% of total variation is due to transformational leadership, transactional leadership and laissez-faire leadership whereas the remaining 94% due to other factors.

The adjusted R² value is equal to 0.052. This shows that the independent variables transformational leadership, transactional leadership and laissez-faire leadership in the model accounts for 5.2% variance in the dependent variable i.e. creativity of team members. Since the difference between R² and adjusted R² is

small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05); we conclude that there is statistically significant relationship between the independent variables transformational leadership, transactional leadership and laissez-faire leadership. ANOVA test is statistically significant. Thus model is good fit.

Testing Hypothesis

From the Table No. 5.2.4 it can be seen that p value for the beta coefficient of transformational and transactional leadership are not significant but positively related to creativity. Hence, overall hypothesis that the transformational and transactional leadership behaviour are significantly and positively related to creativity of team members is not supported whereas the p-value for the beta coefficient of laissez-faire leadership is .000 (less than 0.01); this implies that laissez-faire leadership is significant at 1% level of significance. Thus the hypothesis that laissez-faire leadership is significantly and negatively related to creativity is not supported. The results reveal that the laissez-faire leadership is significantly and positively related to creativity of team members in the IT companies in India.

The OLS (Regression model) equation for predicting creativity is

$$\text{Creativity} = 3.281 + (.005) (\text{Transformational Leadership}) + (.001) (\text{Transactional Leadership}) + (.038) (\text{Laissez-faire leadership})$$

The current study shows that the team leader plays a very important role to bring forth the creativity of team members in IT companies. Multiple regression analysis shows significant relationship for transformational leadership behaviour. As predicted by hypothesis 5.2.1., 5.2.2 and 5.2.3 a positive relationship between transformational leadership factors and creativity of team members is found.

There are four components of transformational leadership i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. As stated in hypothesis 5.2.1a and 5.2.1b there is a positive relationship between transformational leadership factors i.e. idealised Influence, intellectual stimulation and creativity of team members. The results reveal that there is a statistically significant positive relationship between idealised influence (p value = .067, $p < .10$), intellectual stimulation (p value = .003, $p < .01$) and creativity of team members in IT companies in India. Therefore the hypothesis is accepted as the relationship between idealised influences, intellectual stimulation and creativity of team members is exists in IT companies in India.

There are two components of transactional leadership i.e. contingent reward and management-by-exception. As stated by hypothesis 5.2.2a and 5.2.2b there is a positive relationship between transactional leadership factors and creativity of team members. As shown in table 5.2.2 transactional leadership factor i.e. management-by- exception shows that there is a statistically significant positive relationship between management-by-exception (p value = .002, $p < .01$) and creativity of team members in IT companies in India. Therefore the hypothesis is accepted as there is a relationship between factors of transactional leadership and creativity of team members in IT (Software) companies in India.

Hypothesis 5.2.3 shows that there is a negative relationship between laissez-faire leadership and creativity of team members. But results show that there exists a significant positive relationship between the laissez-faire leadership and creativity of team members ((p value = .000, $p < .01$).

Team leaders are likely to depend heavily on transformational leaders to encourage them to perform their work creatively. Team members learn from their team leaders' experience how to think and act creatively. Creative employees in today's business environment (IT Sector) are considered valuable assets that allow sustaining a competitive advantage. Transformational leadership behaviour helps to promote their employee's creativity and also build a creative work environment. They also help subordinates to conquer their fear of

challenging the traditional ways in which things get done and, in turn, leads to higher creativity in their work.

Idealised influence motivates team members in IT companies to look for different ideas, aspects of problem, and knowledge that will enable them to perform their tasks more creatively. Idealised influence leaders gain their employees' appreciation and trust, which motivates them to take on challenging goals that will promote their creativity. Intellectual stimulation is positively related with team members' creativity in IT companies. Transformational leaders not only focus on achieving particular work in a specific manner, but also on identifying opportunities to improve their work. Team leaders in IT companies make team members think out of the box and look for new solutions to existing problems. Whereas inspirational motivation shows insignificant negative relationship with creativity of team members in IT companies. It may be interpreted that improving creativity of team members is a complex process. With individualised consideration it is difficult to build a one-to-one relationship with employees and realize their different needs, wants, skills, and aspirations.

Management-by-exception is significantly positively related to creativity of team members and contingent reward is negatively related to creativity of team members in IT companies in India. It is interpreted that team leaders may be management-by-exception which means the leader takes corrective actions against mistakes in the follower's tasks. Further it also waits passively for mistakes to take place and then correcting follower for their mistakes. In contingent reward leadership the leader informs the follower with regard to his job task to be performed in advance and promises rewards for completion of work successfully. In IT companies it may be difficult for team members to complete a given task by the team leader due to work pressure, deadlines etc.

Laissez-faire leadership behaviour is significantly positively related to creativity of team members in IT companies in India under study. This is the least effective form of leader behaviour. But results of the analysis show that it is the most effective form of leadership behaviour in the IT companies in India under study.

IT sector is a volatile sector where changes take place frequently in different forms. Such type of leader allows his subordinates to take necessary decisions and work as per their requirements and needs.

The overall results of the study show that there exists a significant positive relationship between laissez-faire leadership behaviour and creativity of team members in IT companies. Transformational and transactional leadership behaviour is not significant but positively related to creativity of team members in IT companies. Overall results do not support the hypothesis as stated by hypothesis 5.2.1., 5.2.2 and 5.2.3 but hypothesis 5.2.3 shows a positive relationship between laissez faire leadership and creativity of team members.

The significance of this research finding is that it supports previous research findings that there is no significant positive relationship between the transformational leadership behaviour and creativity. There are studies in consonance with this line of finding. (Basu & Green 1997, Wang & Rode 2010, Chen et al., 2009, Jaussi & Dionne 2003, Redmond, M. R., et al., 1993). Studies also found that transformational leadership was negatively related to the creative behaviour of employees as under certain circumstances transformational leadership can determine creativity. Also transformational leadership has a relatively small effect on employees' creativity. Further, the present findings contradict those of Huysamen et al. al.(2003), Mittal & Dhar (2015), Kasasbeh et al., (2015), Gumusluoglu, L. & Ilsev, A.(2007) Khalili, A. (2016), Herrmann, D. & Felfe, J. (2013), who found there is a positive relationship between transformational leadership behaviour and creativity.

5.2.5 SUMMARY OF HYPOTHESES

Sr. No.	Hypotheses	Result	P value
5.2.1	Transformational Leadership Behaviour is significantly positively related to Creativity	Not Supported	.209

5.2.1a	Idealised Influence is positively related to Creativity	Supported	.067*
5.2.1b	Inspiration Motivation is positively related to Creativity	Not Supported	.164
5.2.1c	Intellectual Stimulation is positively related to Creativity	Supported	.003***
5.2.1d	Individualised Consideration is positively related to Creativity	Not Supported	.367
5.2.2	Transactional Leadership Behaviour is significantly positively related to Creativity	Not Supported	.859
5.2.2a	Contingent Reward is positively related to Creativity	Not Supported	.666
5.2.2b	Management –by- Exception is positively related to Creativity	Supported	.002 ***
5.2.3	Laissez-faire is significantly negatively related to Creativity	Not Supported	.000***

5.3 TRANSFORMATIONAL LEADERSHIP BEHAVIOUR AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Objective 6: To assess the relationship of transformational leadership behaviour with organisational citizenship behaviour of team members.

5.3.1 TRANSFORMATIONAL LEADERSHIP AND OCB

Hypothesis 5.3.1: There is a significant positive relationship between transformational leadership behaviour and organizational citizenship behaviour (OCB) of team members.

This hypothesis is further divided for into four sub-hypothesis of transformational leadership behaviour as follows:

Hypothesis 5.3.1a: Idealised influence is positively related to OCB of team members.

Hypothesis 5.3.1b: Inspirational motivation is positively related to OCB of team members.

Hypothesis 5.3.1c: Intellectual stimulation is positively related to OCB of team members.

Hypothesis 5.3.1d: Individualised consideration is positively related to OCB of team members.

Table No. 5.3.1 Transformational leadership and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	2.952	.147	20.024	.000
Idealised Influence	.004	.011	.360	.719
Inspirational Motivation	.015	.014	1.078	.282
Intellectual Stimulation	.059	.013	4.625	.000 ***
Individualised Consideration	.009	.012	.761	.447
R	.291			
R ²	.084			
Adjusted R ²	.075			
F value	F(4,397) = 9.152			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10

Source: Primary

Results and Discussion:

In table 5.3.1 organisational citizenship behavior (OCB) of team members is enacted as the dependent variable, and four dimensions of transformational leadership behaviour as independent variables. From the above table, R value is equal to 0.29. It indicates that there is moderate degree of correlation between OCB and transformational leadership factors (idealised influence, inspirational

motivation, intellectual stimulation and individualised consideration) in IT companies in India under study.

Further it is observed that R^2 value is equal to 0.084 this implies that about 8.4% of total variation in OCB is due to transformational leadership factors whereas remaining 91.6% is due to other factors. Whereas the adjusted R^2 value is equal to 0.075 which tells us that the independent variables in the model accounts for 7.5% variance in the dependent variable i.e. OCB. Since the difference between R^2 and adjusted R^2 is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

As the significant p value is equal to .001 (less than 0.05), we conclude that there is a statistically significant relationship between the independent variables, i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (factors of transformational leadership). ANOVA test is statistically significant. Thus the model has a good fit.

Testing Hypothesis

From the Table No. 5.3.1 it is observed that the p-value for the beta coefficient of intellectual stimulation is 0.000 (less than 0.01) which implies that intellectual stimulation is significant at 1% level of significance. Thus we accept the hypothesis that intellectual stimulation is significant and positively related to OCB, whereas the remaining independent variables such as idealised influence, inspirational motivation, and individualised consideration are positive but not significant.

The OLS (Regression model) equation for predicting OCB is

$$\text{OCB} = 2.952 + (.004) (\text{Idealised Influence}) + (.015) (\text{Inspirational Motivation}) + (.059) (\text{Intellectual Stimulation}) + (.009) (\text{Individualised Consideration})$$

5.3.2 TRANSACTIONAL LEADERSHIP BEHAVIOUR AND OCB

Hypothesis 5.3.1: There is a significant positive relationship between transactional leadership behaviour and organizational citizenship behaviour of team members.

This hypothesis is further divided into two sub-hypothesis of transactional leadership behaviour as follows:

Hypothesis 5.3.2a: Contingent reward is positively related to OCB of team members.

Hypothesis 5.3.2b: Management-by-exception is positively related to OCB of team members.

Table No. 5.3.2 Transactional Leadership and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
	3.060	.124	24.618	.000
Contingent Reward	.024	.011	2.249	.025**
Management-By- Exception	.049	.012	4.050	.000***
R	0.263			
R ²	0.069			
Adjusted R ²	0.065			
F value	F(2,399) = 14.885,			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 **Source: Primary**

Results and Discussion:

From table 5.3.2 it is observed that R value is equal to 0.26. This indicates that there is low degree of correlation between OCB and contingent reward and management-by-exception (transactional Leadership factors) in IT companies. Further it is observed that R² value is equal to 0.069. This implies that about 6.9% of total variation in OCB due to transactional leadership factors i.e.

contingent reward and management-by-exception whereas remaining 93.1% is due to other factors.

Whereas the adjusted R^2 value is equal to 0.065 which tells us that the independent variables (contingent reward and management-by-exception in the model accounts for 7% variance in the dependent variable i.e. OCB. Since the difference between R^2 and adjusted R^2 is quite small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05); hence we conclude that there is a statistically significant relationship between the independent variables, transactional leadership factors, (contingent reward and management-by-exception). ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 5.3.2 it is observed that the p-value for the beta coefficient of contingent reward is 0.025 (less than 0.05) and management-by-exception is .000 (less than .01) respectively. This indicates that contingent reward is significant at 5% level of significance and management-by-exception is significant at 1% level of significance. Thus we accept the hypothesis that the contingent reward and management-by-exception is significantly and positively related to OCB of team members. In other words, transactional leadership significantly and positively influence OCB of team members in the companies under study.

The OLS (Regression model) equation for predicting OCB is

$$\text{OCB} = 3.060 + (.024) (\text{Contingent Reward}) + (.049) (\text{Management-by-Exception})$$

5.3.3 LAISSEZ-FAIRE LEADERSHIP AND OCB

Hypothesis 5.3.3: There is a significant negative relationship between laissez-faire leadership behaviour and organizational citizenship behaviour of team members.

Table No 5.3.3. Laissez-Faire Leadership and OCB

	Unstandardized Coefficients		T	P
	B	Std. Error		
OCB				
Constant	3.190	.099	32.319	.000
Laissez-faire	.065	.012	5.486	.000 ***
R	0.265			
R ²	0.070			
Adjusted R ²	0.068			
F value	F(1,399) = 30.092			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 **Source: Primary**

Results and Discussion:

Table No 5.3.3. Shows R value is equal to 0.24. This indicates that there is low degree of correlation between OCB and laissez-faire leadership in companies under study.

Further R² value is equal to 0.07. This implies that about 7 % of total variation in OCB due to laissez-faire leadership whereas remaining 93% is due to other factors. The adjusted R² value is equal to 0.068. This shows that the independent variable laissez-faire in the model account for 6.8 % variance in the dependent variable i.e. OCB.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05); hence we conclude that there is statistically significant relationship between the independent variable laissez-faire leadership and OCB. ANOVA test is statistically significant. Thus model is good fit.

Testing Hypothesis

From the Table No. 5.3.3 it is observed that the p-value for the beta coefficient of laissez-faire leadership is $.000 < 0.01$ which implies that laissez-faire leadership is significant at 1% level of significance. However, beta coefficient (.065) is positive. Thus we reject the hypothesis that laissez-faire leadership is negatively related to OCB of team members. The results reveal that the laissez-faire leadership is significantly and positively related to OCB of team members in the IT companies in India.

The OLS (Regression model) equation for predicting OCB is

$$OCB = 3.190 + (.065) (\text{Laissez-faire Leadership})$$

5.3.4 LEADERSHIP BEHAVIOUR AND OCB

Table No 5.3.4. Leadership Behaviour and OCB

OCB	Unstandardized Coefficients		T	P
	B	Std. Error		
Constant	2.694	.157	17.150	.000
Transformational Leadership	.006	.005	1.238	.216
Transactional Leadership	.023	.008	2.815	.005***
Laissez-faire Leadership	.048	.013	3.767	.000***
R	.333			
R ²	.111			
Adjusted R ²	.104			
F value	F(3,398) = 16.524,			
P value	.000			

a. Dependent Variable: OCB b. *** p<.01 ** p<.05 * p<.10 Source: Primary

Results and Discussion:

From table 5.3.4 it is observed that R value is equal to 0.33. This indicates that there is a low degree of correlation between OCB and transformational

leadership, transactional leadership and laissez-faire leadership in IT companies under study.

Further it is observed that R^2 value is equal to 0.111. This implies that about 11% of total variation in OCB is due to transformational leadership, transactional leadership and laissez-faire leadership whereas remaining 89% is due to other factors. The adjusted R^2 value is equal to 0.104 which tells us that the independent variables comprising of transformational leadership, transactional leadership and laissez-faire leadership in the model accounts for 10.4% variance in the dependent variable i.e. OCB. Since the difference between R^2 and adjusted R^2 is small, we conclude that the sample size is adequate for defining the independent variable under study.

ANOVA Test

The significant p value is equal to 0.000 (less than 0.05), thus we conclude that there is a statistically significant relationship between the independent variables, transformational leadership, transactional leadership and laissez-faire leadership. ANOVA test is statistically significant. Thus the model is a good fit.

Testing Hypothesis

From the Table No. 5.3.4 it is observed that transformational leadership is insignificant and positively related to OCB of team members. Thus the hypothesis that transformational leadership is significantly and positively related to OCB of team members is not supported whereas the p-value for the beta coefficient of transactional leadership is .005 (less than .01). Thus we accept the hypothesis that the transactional leadership is significantly and positively related to OCB of team members. The laissez faire leadership and OCB of team members show significant and positive relationship. Hence, hypothesis that laissez-faire leadership behaviour is significantly and negatively related to OCB not supported.

The OLS (Regression model) equation for predicting OCB is

$$\text{OCB} = 2.694 + (.006) (\text{Transformational Leadership}) + (.023) (\text{Transactional Leadership}) + (.048) (\text{Laissez-faire leadership})$$

The current study shows that leadership behaviour in IT (Software) companies plays a significant role to bring about organisational citizenship behaviour of team members. Multiple linear regression analysis shows relationship for transformational leadership behaviour. There are four components of transformational leadership i.e. idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. As stated in hypothesis 5.3.1, a positive relationship between transformational leadership factors and OCB of team members is not found.

As stated in hypothesis 5.3.1c shows a positive relationship between intellectual stimulation and the OCB of team members. It is found that there is a statistically significant positive relationship between intellectual stimulation (p value = .000, $p < .01$) and OCB of team members in IT companies in India. Therefore the hypothesis is accepted as the relationship between intellectual stimulation and OCB of team members exists in IT companies in India. Other variables such as idealised influence, inspirational motivation and individualised consideration are positive but not significant.

There are two components of transactional leadership i.e. contingent reward and management-by-exception. As stated in hypothesis 5.3.2a and 5.3.2b, a positive relationship between transactional leadership factor i.e. Management-by-exception and OCB of team members are found. As shown in table 5.3.2 that there is a statistically significant positive relationship between contingent reward (p value = .025, $p < .10$), management-by-exception (p value = .000, $p < .01$) and OCB of team members in IT companies in India. Therefore the hypothesis is accepted as there is a significant positive relationship between factors of transactional leadership and OCB of team members in IT companies in India.

Hypothesis 5.3.3 shows that there is a negative relationship between laissez-faire leadership and OCB of team members. But results reveal that there exists a significant positive relationship between the laissez-faire leadership and OCB of team members ((p value = .000, $p < .01$).

One of the key elements that enhances the performance of an organisation is the organisational citizenship behaviour (OCB) of team members. Transformational leaders transform team members or subordinates by motivating, showing vision, good communication etc. The findings of the study show that overall there is no significant positive relationship between transformational leadership and OCB of team members. Only intellectual stimulation (factor of transformational leadership) shows significant positive relationship with the OCB of team members in IT companies. These findings reveal that when transformational leaders are present, team members in IT companies are more encouraged to stimulate followers by challenging their own beliefs and values and those of their leaders and organization. In addition, they are also encouraged to take intellectual risks and to question assumptions and consequently are able to do more than the defined duties and responsibilities. They also help others in their tasks and assignments and attend to their colleagues' personal as well as professional needs in the workplace. Team members are much more productive when they have freedom to create new ideas, share those ideas with team members and test out their new ideas. Transformational leaders provide intellectual stimulation and challenging jobs to their followers. This suggests that team leaders in IT companies are able to engage their team members in citizenship behaviour by paying attention to team leader behaviour.

A transactional leader focuses on an exchange relationship between leaders and followers. Leaders have to play an important role in motivating and inspiring their followers to go beyond the call of duty and to be willing to put in extra efforts on the job, help their team members and engage in any other organizational activity. Contingent reward and management by exception are significant factors with OCB. Thus it is concluded that transactional leader is able to elicit more citizenship in the organisation. The transactional leader inspires team members to higher levels of innovation and effectiveness through a system of rewards.

Laissez-faire leadership is an unstructured leadership where team members or subordinates make their own decisions. The subordinate does not get any direction by their leaders. In certain situations this leadership behaviour might be an effective specially, in companies where employees are highly capable and motivated. This leadership behaviour is used when the employees do not need close supervision. Absence of leadership gives team members scope to develop his ideas and bring better results. This leads to satisfaction and elicits citizenship behaviour among team members.

The overall result of the study shows that transformational leadership behaviour does not lead to OCB among the team members. As stated in hypothesis 5.3.1, a positive relationship between transformational leadership behaviour and OCB of team members is not found. There exists a positive relationship but not significant. Further there exists a significant and positive relationship between transactional leadership, laissez-faire leadership and OCB of team members. But as stated in hypothesis 5.3.2 a positive relationship between transactional leadership behaviour and OCB of team members is found. But it does not support hypothesis 5.3.3 i.e. laissez faire leadership shows significant negative relationship with OCB of team members. Results reveal that laissez-faire leadership shows a significant positive relationship with OCB of team members (p value = 0.000, $p < .01$).

The significance of this research finding is that it supports previous research findings that there is no significant positive relationship between the transformational leadership behaviour and organisational citizenship behaviour (OCB). There are studies in line with this finding (Humphrey, A. M. 2012, Odek, S. N. 2018). They found that transformational leadership did predict organizational citizenship behaviour. Also laissez-faire leadership was negatively related to organizational citizenship behaviour. Further, the present findings contradict those of Lin, R.S.J., & Hsiao, J. K (2014). They tested the relationships between transformational leadership and organizational citizenship behaviour and the results showed that transformational leadership is significantly related

OCB. In a study of large petrochemical company in the USA, Podsakoff et al. (1990) indicates positive associations between transformational leadership behaviour factors and the OCB of employees. Also Purvanova et al. (2006) showed that transformational leadership behaviour increases employees' OCB.

5.3.5 SUMMARY OF HYPOTHESES

Sr. No.	Hypotheses	Result	P value
5.3.1	Transformational Leadership Behaviour is significantly positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.216
5.3.1a	Idealised Influence is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.719
5.3.1b	Inspirational Motivation is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.282
5.3.1c	Intellectual Stimulation is positively related to Organisational Citizenship Behaviour(OCB)	Supported	.000 ***
5.3.1d	Individualised Consideration is positively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.447
5.3.2	Transactional Leadership Behaviour is significantly positively related to Organisational Citizenship Behaviour (OCB)	Supported	.005 **
5.3.2a	Contingent Reward is positively related to Organisational Citizenship	Supported	.025**

	Behaviour(OCB)		
5.3.2b	Management –by- Exception is positively related to Organisational Citizenship Behaviour(OCB)	Supported	.000 ***
5.3.3	Laissez-faire is significantly negatively related to Organisational Citizenship Behaviour(OCB)	Not Supported	.000 ***

4.4 SUMMARY

The researcher reviewed and analyzed primary data received from select IT companies in India to analyse the pivotal transformational leadership behaviour (transformational, transactional and laissez-faire) from the perception of team members in the IT companies. Further to examine the relationship between transformational leadership behaviour (transformational, transactional and laissez-faire) and creativity of team members in IT companies. A Multiple regression has been run to investigate the said relationship and test whether or not there is a significant and positive relation between the transformational leadership behaviour and team members’ creativity (as described in Research Question 5 and Hypothesis 5.2.1, 5.2.2, 5.2.3). However, overall results failed to support Hypothesis (5.2.1 and 5.2.2) because the regression between transformational and transactional leadership behaviour scores and team members creativity ratings do not reach the level of statistical and practical significance typically desired. Transformational leadership and transactional leadership do not influence creativity significantly but are positively related to creativity of team members.

But for hypothesis 5.2.3 the regression between laissez-faire leadership behaviour scores and team members creativity ratings do reach the level of

statistical and practical significance typically desired. The results reveal that the laissez-faire leadership is significantly positively related to creativity of team members in the IT companies in India.

Furthermore, a multiple regression was run to assess the extent to which transformational leadership behaviour (transformational, transactional and laissez-faire) dimensions could predict the perceived level of team members OCB (as stated in Research Question 6 and Hypothesis 5.3.1, 5.3.2, 5.3.3).

The overall results support the Hypothesis 5.3.2 because transactional leadership behaviour scores and team members OCB ratings do reach the level of statistical and practical significance typically desired. The results reveal that the transactional leadership is significantly positively influenced by OCB and laissez-faire leadership behaviour is significant but positively related to team members OCB in the IT companies. However, results failed to support hypothesis (5.3.1) because the regression between transformational leadership behaviour scores and OCB ratings do not reach the level of statistical and practical significance typically desired. It is found that the transformational leadership is not significant but positively related to OCB of team members.

In other words, no statistically significant predictive relationship is found between leaders' transformational leadership behaviour consideration scores and creativity ratings. Lastly, it is found that there is a statistically significant predictive relationship between transactional and laissez-faire leadership behaviour and OCB except for transformational leadership behaviour in IT companies in India.

CHAPTER VI

FINDINGS, CONCLUSION AND SUMMARY

CHAPTER VI

FINDINGS AND CONCLUSION

Transformational leadership behaviour has evidenced to be of great importance in corporate business, particularly in the IT industry. It is very much important and necessary that the leader should be effective and charismatic so that he is able to lead from the front and initiate his employees to adopt the same techniques and take risks. The importance of transformation lies in the fact that these leaders pay special attention to each and every individual's need for growth and achievement by guiding them as coach and mentor. Transformational leadership style increases the performance of the organisation, positively linked with customer satisfaction, higher commitment for the subordinates, increases trust in the management, etc. The study enables to understand of the relation between transformational leadership behaviour and emotional intelligence, team reflexivity, change management creativity, and organisational citizenship behaviour and transformational leadership behaviour. This research study intends to examine various aspects like emotional intelligence, team reflexivity, creativity, organisational citizenship behaviour and change management by team leaders and team members in IT companies in India.

The overriding aim of this study is to study transformational leadership behaviour in IT companies in India. The research further analysed the transformational leadership behaviour (transformational, transactional and laissez-faire) predominantly from the perception of team leaders and team members in IT (Software) companies in India. It also determines any relation between multiple independent or predictor variables, emotional intelligence dimensions, and the dependent or outcome variables, and transformational leadership behaviour (transformational, transactional and laissez-faire). It also studied the relation between the transformational leadership behaviour and team reflexivity, change management, creativity and organisational citizenship behaviour. Technical analyses were conducted using descriptive statistics and

regression analysis in SPSS Software 21.00 version. The hypotheses have been testified using linear multiple regression techniques at 1%, 5% and 10% significance level to analyse the relationship between transformational leadership behaviour and the various variables under study.

This chapter is comprised of five main sections to discuss the findings to achieve the said purpose. The first and second sections provide the findings, and conclusion of the objectives related to team leaders and team members i.e. to analyse the transformational leadership behaviour (transformational, transactional, laissez-faire), to examine the relation between emotional intelligence and transformational leadership behaviour, to examine the relation between transformational leadership behaviour and team reflexivity and change management, to examine the relation between transformational leadership behaviour and creativity and organisational citizenship behaviour and examines them in the context of each research question.

The third section discusses the theoretical contributions of the research study.

The fourth sections discuss the managerial implications of the research study.

The fifth section discusses the limitations of the research study. The last section provides recommendations on areas of further research based on the research findings.

The present findings and conclusions derived from the analysis and discussion have been divided objective wise. The respondents of the study are 400 team leaders and 402 team members IT companies in India under study.

6. FINDINGS OF THE STUDY

6.1 Based on the first objective to analyse demographic profile and transformational leadership behaviour in IT (software) companies, the following are the major findings:

- **Firstly demographic characteristics of the team leaders and team members are analysed:**

- The demographic profile of team leaders and team member's shows that the gender composition of the sample is (70% -30%) strongly influenced towards males. Also, the majority of the team leaders (76%) and team members (56%) are married. With regard to the age of team leaders and team members, it is observed that most of the team leaders are in the age group of 36-40 years (38.8%) and team members are in the age group of 21-25years. It may be deduced that in IT companies there are middle-aged team leaders and younger generation of employees as team members. Regarding the educational attainments of the team leaders and team members, majority of the team leaders have technical training (62%) and among team members, 50.7%. Most of the team leaders are software engineers (57%); followed by programme developers (36.3%), DBA (2%), SAP consultants (1.5%) and others (3.3%) whereas most of the team members are DBA (31.1%), followed by programme developers (28.6%), software engineers (19.4%) and others 20.9%. Majority of team leaders (52.3%) have experience of more than 10 years whereas the majority of team members have experience up to five years (48.8%). Majority of the team leaders are from companies located at Mumbai i.e. 36% followed by Goa (28.3%), Pune (24.3%), Bangalore (6.8%). Whereas the majority of the team members are from IT companies located in Goa i.e. 35.1% followed by Mumbai (28.9%), Bangalore (18.2%) and Pune (16.9%).
- **Secondly, the mean and standard deviation of the factors of the leadership behaviour have been analysed:**

The result of the study from the perception of team leaders indicates that they exhibited transformational leadership behaviour most often in IT companies in India ($M = 2.74$, $SD = 0.32$). On an average, the four dimensions of behaviour, viz. idealised influence, inspirational motivation, intellectual stimulation and individualized consideration are exhibited most often. The most frequently exhibited behaviour is an idealised influence (2.83); followed by inspirational

motivation (2.77); followed by individualised consideration (2.69); and lastly, intellectual stimulation (2.67).

The findings from the perception of team leaders reveal that second in importance is transactional leadership behaviour in IT companies ($M = 2.69$, $SD = 0.42$). On an average, the majority of the leaders exhibited contingent reward most often (2.71) followed by management-by-exception (2.67) and finally team leaders exhibited laissez-faire leadership behaviour in IT companies ($M = 2.52$, $SD = 0.65$).

The findings from the perception of team members reveal that team leaders exhibit transactional leadership most often ($M = 3.04$, $SD = 0.32$) in IT companies in India.

On an average, the majority of the team leaders exhibited contingent reward most often (3.09) followed by management-by-exception (2.99). Secondly, team leaders exhibit transformational leadership behaviour most often ($M = 3.00$, $SD = 0.26$). On an average, idealised influence, inspirational motivation, intellectual stimulation and individualised consideration are exhibited most often. The most frequently exhibited behaviour is idealised influence (3.13); followed by individualised consideration (3.06) followed by inspirational motivation (2.92); and lastly, intellectual stimulation (2.91). Finally, it is found that team leaders exhibit laissez-faire leadership behaviour often ($M = 2.73$, $SD = 0.36$).

Thus it may be concluded that the elements of transformational leadership behaviour i.e. transformational, transactional and laissez-faire leadership are exhibited by the team leaders more frequently. The predominant transformational leadership behaviour from the perception of team leaders is transformational, followed by transactional and lastly laissez-faire whereas from the perception of team members predominant transformational leadership behaviour is transactional, followed by transformational and lastly laissez-faire.

- **Impact of demographical characteristics of the team leaders and team members on transformational leadership behaviour in IT companies are analysed:**

As observed in Table 4.1.5.1 of Chapter Four and Five, the gender of team leaders and team members has no influence on various dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire. In case of team leaders only intellectual stimulation dimension shows a significant value at 10% level ($F(1,398) = 2.815, p \text{ value} = 0.09$). Whereas from the perception of team members, inspirational motivation ($p = 0.01$) and individualised consideration ($p = 0.03$) shows significant value.

With regard to age, it indicates that team leaders and team members' age has a significant influence on transformational leadership behaviour ($p \text{ value} = 0.01$) and ($p \text{ value} = .000$) respectively. The transactional leadership behaviour ($p \text{ value} = 0.1$) and ($p \text{ value} = .000$) for team leaders and team members respectively, and laissez-faire leadership behaviour of team leaders ($p \text{ value} = 0.07$) is also significant at 10% level. Laissez-faire leadership behaviour of team members does not differ significantly. The middle-aged team leader's score is high as compared to the other age groups. The age of team members has a significant influence on transformational leadership factors like idealised influence, inspirational motivation and individualised consideration.

Further, it is observed that marital status has a significant influence on transformational leadership behaviour of team leaders ($p \text{ value} = .000$) whereas there is no significant influence on transactional, and laissez-faire behaviour of team leaders and team members. It is further observed that the majority of the team leaders and team members are married.

The educational attainment of team leaders and team members has no influence on dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire. But in case of team leaders, it is observed that idealised influence and intellectual stimulation is significant at 10% level of significance whereas idealised influence ($p \text{ value} = .000$) and individualised considerations (p

value=0.03) and contingent reward (p value=0.049) are found significant for team members. It further indicates that technical skills are more important in IT companies rather than non-technical skills.

The designation of team leaders has a significant influence on all leadership behaviour i.e. transformational (p value =0.02), transactional (p value= 0) and laissez-faire (p value= 0). It is further observed that in IT companies, majority of the team leaders are database analysts, followed by program developers and software engineers. Further, it is realised that the designation of team members has no significant influence on leadership behaviour i.e. transformational, transactional, and laissez-faire.

The scores of team leaders' experience in years has a significant influence on the transformational leadership behaviour i.e. intellectual stimulation (p value = 0.03) and laissez-faire leadership behaviour (p value= 0.01). The scores of team members' experience in years have a significant influence on transformational leadership behaviour (p value= .000), transactional leadership behaviour (p value =0.01) and laissez-faire leadership behaviour (p value= .000).

The location of the companies has a significant influence on all the dimensions of leadership behaviour i.e. transformational leadership, transactional leadership and laissez-faire leadership (p value = .000). It can be seen that the scores of leadership behaviour from Hyderabad is higher as compared to other locations. It is also observed that the location of IT companies has a significant influence on all dimensions of leadership behaviour except management –by- exception, a dimension of transactional leadership behaviour.

• Based on the objective to examine the relationship of emotional intelligence of team leaders with transformational leadership behaviour, the following are the findings of the study.

The results of the study shown in Table 4.2.1 of Chapter Four indicate that there is a significant relationship between emotional intelligence and transformational leadership behaviour in IT companies in India. Emotional intelligence is

significantly and positively related to transformational leadership behaviour and transactional leadership behaviour. It shows that there is a significant positive relation between self-awareness (p value = .000) and social skills (p value = 0.63) and transformational leadership behaviour. Self-awareness (p value = 0.001), social awareness (p value = 0.014) and social skills / relationship management (p value = 0.007) are significant and positively related to transactional leadership. Emotional intelligence is not significant and negatively related to laissez-faire (avoidant) leadership behaviour. This leads to the conclusion that the hypotheses as stated in 4.2.1, 4.2.2 i.e. there is a significant positive relationship between emotional intelligence of team leaders and transformational leadership and transactional leadership are supported by this study and hypothesis stated in 4.2.3 that there is a significant negative relationship between emotional intelligence of team leaders and laissez-faire leadership is not supported by this study. It is concluded that there is a significant relationship between emotional intelligence and laissez-faire leadership in IT companies in India.

It is interpreted that emotional intelligence is one of the important factors contributing to transformational leadership and transactional leadership, which is confirmed in team leaders of IT companies in India. Team leaders who consider themselves as more transformational than transactional reported that they could identify their own feelings and emotional state and express those feelings to others. They are also able to manage positive and negative emotions in themselves and team members or subordinates in companies. Also, they could effectively control their emotional stress. It is also observed that team leaders with low levels of emotional intelligence (i.e. those who cannot recognise and express emotions, who cannot understand and manage own and others' emotions and also cannot control emotions at the workplace) would not make an effective leader.

- **Based on the objective to examine the relationship between transformational leadership behaviour and the team reflexivity of team leaders, the following are the outcomes:**

The objective is to study the relationship between transformational leadership behaviour and team reflexivity. The findings of the study suggest that there exists a significant positive relationship between transformational leadership behaviour and team reflexivity i.e. task and social reflexivity. The results shows that idealised influence (p value = .012, β = .434) and inspirational motivation (p value = .005, β = .496) is significant and positively related to task reflexivity. Similarly idealised influence (p value = .006, β = .487) and inspirational motivation ((p value = .002, β = .565) is significant and positively related to and social reflexivity. Whereas remaining variables i.e. intellectual simulation and individualised consideration are not significant to task and social reflexivity but intellectual stimulation (β = .031, $\beta=001$) is positively and individualised consideration (β = -.021, $\beta=-010$) is negatively related to task reflexivity and social reflexivity respectively. It shows that transformational leadership behaviour is important in stimulating team reflexivity. A positive relationship between transformational leadership and team reflexivity is found, as stated in hypothesis 4.3.1. It is found that charisma or idealised influence and inspirational motivation shows a positive influence on team reflexivity in IT companies. It is observed that team leaders act as role models for the team members and they, in turn, get motivated to work better in the team which leads to team reflexivity.

With regard to transactional leadership, it is found that there exists a significant positive relationship between transactional leadership behaviour and team reflexivity i.e. task and social reflexivity. It is found as stated in 4.3.2 that contingent reward and management-by-exception is significant and positively related to task reflexivity and the social reflexivity. The results shows that contingent reward (p value = .000, β = .511), (p value = .000, β = .562) is significant and positively related to task reflexivity and social reflexivity respectively. Management-by-exception (p value = .072, β = .245) is significant

and positively related to task reflexivity but it is insignificant and positively related to social reflexivity.

With regard to laissez-faire leadership it is found that laissez-faire leadership is negatively related to task reflexivity and social reflexivity. The analysis results reveal that there is a significant positive relationship between laissez faire and task reflexivity (p value = .008, β = .231) and social reflexivity (p value = .018, β = .212).

The overall results support the hypotheses 4.3.1 and 4.3.2. Regression analysis shows significant relationships. As stated in hypothesis 4.3.1, 4.3.2 and 4.3.3., a positive relationship between transformational leadership behaviour and team reflexivity of team leaders is found (p value =.010, β = .272), as well as a relationship between transactional leadership behaviour and team reflexivity of team leaders, is found (p value = 0.002, β = .549).Whereas laissez-faire (β = -.245) shows an insignificant negative relationship with team reflexivity of team leaders. Hence overall hypothesis for laissez-faire leadership behaviour is not supported. To conclude, laissez-faire leadership behaviour has significant relationship with team reflexivity.

• Based on the objective to evaluate whether transformational leadership behaviour will lead to change management in the IT companies, the following findings are observed:

It is found that there exists a relationship between transformational leadership behaviour i.e. transformational, transactional and laissez-faire and change management. It shows that transformational leadership behaviour leads to effective management of change in IT companies in India. The four components of transformational leadership are idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. It is found that there is a statistically significant positive relationship between individualised consideration (p value = .001, β =.049) and change management in IT companies. Thus we accept the hypothesis that individualised consideration is significantly and positively related to change management whereas the other variables idealised

influence ($\beta=.016$), intellectual stimulation ($\beta=.022$) are positively insignificant. Further inspirational motivational ($\beta=-.018$) is insignificantly and negatively related to change management. The transformational leader has certain skills and behaviour which help to influence the execution of change positively. Individualised consideration by the team leader to each individual follower helps to achieve better growth of an individual.

With regard to transactional leadership behaviour, it is found that p-value for beta coefficient of contingent reward and management-by-exception are not significant. Contingent reward ($\beta= .023$) and management-by-exception ($\beta=.020$) are positively related to change management. Thus we reject the hypothesis that contingent reward and management-by-exception are significantly and positively related to change management. The results of analysis reveal that contingent reward and management by exception are positively related but not significant. It indicates that transactional leadership do not significantly influence change management in IT companies in India.

The p-value for beta coefficient of laissez-faire leadership is not significant and negatively related to change management. Thus we reject the hypothesis that laissez-faire is significantly and negatively related to change management. The results reveal that laissez-faire leadership is positively related but not significant. Thus we can conclude that laissez-faire leadership do not significantly influence changes happening in IT companies.

Overall results support the hypothesis. As stated by hypothesis 4.4.1 and 4.4.2, a significant positive relationship between transformational leadership, transactional leadership and change management is found (p value = .000, $\beta=.020$), (p value = 0.085, $\beta=.016$) respectively. Also as stated in hypothesis 4.4.3 i.e. laissez-faire leadership (p value = 0.001, $\beta= -.036$) shows a significant negative relationship with change management. Thus we accept the hypothesis that transformational leadership behaviour (transformational, transactional and laissez-faire leadership) is significantly related to change management in IT companies in India.

Team leaders in IT companies play a very important role in managing changes effectively. Transformational leadership behaviour is important during times of change because of the ability of transformational leaders to engage followers and motivate them to support the leaders' chosen direction. It was found that team leaders manage change in IT companies successfully.

• Based on the objective to assess the relationship between transformational leadership behaviour and creativity of team members, the following are the findings:

The current study shows that the team leader in IT companies plays a very important role to bring forth the creativity of team members. From the analysis it is found that there is a statistically significant positive relationship between idealised Influence (p value = 0.067, β = .017), intellectual stimulation (p value = 0.003, β = .030) and creativity of team members in IT companies in India. Thus we accept the hypothesis that the intellectual stimulation and idealised influence is significantly and positively related to creativity of team members whereas other variables i.e. inspirational motivation (β = -.015) is insignificant and negative and individualised consideration (β = .009) is insignificantly and positively to team members creativity in IT companies.

With regard to transactional leadership, as stated in hypothesis 5.2.2a and 5.2.2b, there is a positive relationship between transactional leadership factor management-by-exception and creativity of team members. The results of analysis is shown in Table 5.2.2 depicts statistically significant positive relationship between management-by-exception (p value = 0.002, β = .030) and creativity of team members in IT companies in India. Thus we accept the hypothesis that the management-by-exception is significantly and positively related to team members creativity. Contingent reward is insignificantly and negatively related creativity of team members. This shows that transactional leadership do not influence creativity of team members in IT companies in India.

Further, laissez-faire leadership behaviour and creativity of team members are related. The results show that there exists a significant positive relationship between the laissez-faire leadership and creativity of team members (p value = 0.000, β = .044). Thus we reject the hypothesis that the laissez-faire leadership has significant negative relationship with creativity of team members. In other words, creativity of team members is significantly influenced by laissez-faire leadership behaviour in the IT companies in India.

Overall results do not support the hypothesis. The overall results of the study show that there exists insignificant relationship between leadership behaviour and the creativity of team members. Transformational and transactional leadership behaviour does not lead to creativity among team members in IT companies. As stated by hypothesis 5.2.1 and 5.2.2, a positive relationship between transformational and transactional leadership behaviour and creativity of team members is found but not significant. Thus we reject the hypothesis that transformational and transactional leadership is significantly and positively related to creativity. They are insignificantly and positively related to creativity of team members.

Also it does not support hypothesis 5.2.3 i.e. laissez-faire leadership shows a significant negative relationship with the creativity of team members. Results reveal that laissez-faire leadership shows a significant positive relationship with the creativity of team members (p value = 0.000, β = .038) in the IT companies in India.

It is found that team members are prone to depend heavily on transformational leaders to encourage them to perform their work creatively. Creative employees in today's business environment (IT) are considered valuable assets that allow sustaining a competitive advantage. Idealised influence leaders gain their employees' appreciation and trust, which motivates them to take on challenging goals that will promote their creativity. Intellectual stimulation is positively related to team members' creativity in IT companies. Transformational leaders

not only focus on achieving particular work in a specific manner but also on identifying opportunities to improve their work.

Management-by-exception is positively related to the creativity of team members. It is observed that team leaders monitors deviations from standards in the subordinates tasks and then takes corrective actions against subordinates. He also waits passively for faults of followers and then taking steps to correct follower. In IT companies it is difficult for team members to complete a given task by the team leader due to work pressure, deadlines of work etc.

Laissez-faire leadership behaviour is positively related to the creativity of team members in IT companies in India under study. The findings of the study show that it is the most effective form of leadership behaviour in the IT companies in India under study. Such a leader allows his subordinates to take necessary decisions and work as per their requirements and needs.

- **Based on the objective to assess the relationship of transformational leadership behaviour with organisational citizenship behaviour of team members, the following are the findings:**

Transformational leadership behaviour plays a significant role to bring about organisational citizenship behaviour of team members. As shown in Table 5.3.1 and stated in hypothesis 5.3.1c, there exists a positive relationship between intellectual stimulation and the OCB of team members. From the analysis it is found that there is a statistically significant positive relationship between intellectual stimulation (p value = 0.000, β = .059) and OCB of team members. Thus we accept the hypothesis that intellectual stimulation is significant and positively related to OCB, whereas the remaining independent variables such as idealised influence (β = .004), inspirational motivation (β = .015), and individualised consideration (β = .009) v are positive but not significant.

As seen in table 5.3.2, there is a statistically significant positive relationship between contingent reward (p value = .025, β = .024), management-by-exception (p value = .000, β = .049) and OCB of team members in IT companies in India.

Therefore the hypothesis is accepted as there is a significant positive relationship between factors of transactional leadership and OCB of team members in IT companies in India.

Also as stated in hypothesis 5.3.3, that there is a negative relationship between laissez-faire leadership and OCB of team members but results show that there exists a significant positive relationship between the laissez-faire leadership and OCB of team members ((p value = .000, $\beta = .065$). Thus we reject the hypothesis that the laissez-faire leadership is negatively related to OCB.

The overall findings of the study show that there exists a positive relationship between transformational leadership behaviour ($\beta = .006$) and OCB of team members but relationship is not significant. Thus hypothesis that transformational leadership is significantly and positively related to OCB of team members is not supported. Transformational leadership behaviour does not lead to OCB among the team members in IT companies.

But as stated in hypothesis 5.3.2, a significant positive relationship between transactional leadership behaviour and OCB of team members is found. The p-value for the beta coefficient of transactional leadership is .005 and $\beta = .023$. Thus the hypothesis that transactional leadership is significantly and positively related to OCB of team members in IT companies is supported.

With regard to hypothesis 5.3.3 it is stated that laissez-faire leadership shows a significant negative relationship with OCB of team members. But results of analysis reveal that laissez-faire leadership shows a significant positive relationship with the OCB of team members (p value = 0.000, ($\beta = .048$)). Therefore hypothesis that laissez-faire leadership behaviour is significantly and negatively related to OCB is not supported.

Only intellectual stimulation (factor of transformational leadership) shows a significant positive relationship with the OCB of team members in IT companies. These findings reveal that when transformational leaders are present, team members in IT companies are more encouraged to stimulate followers by challenging their own beliefs and values and those of their leaders and

organization. Transformational leaders provide intellectual stimulation and challenging jobs to their followers. This suggests that team leaders in IT companies are able to engage their team members in citizenship behaviour by paying attention to team leader behaviour.

A transactional leader focuses on an exchange relationship between leaders and followers. Contingent reward and management by exception are significant factors with OCB. Thus it is concluded that transactional leader is able to elicit more citizenship in the organisation. The transactional leader inspires team members to higher levels of innovation and effectiveness through a system of rewards. In IT companies this leadership behaviour might be effective because in IT companies employees do not need close supervision. The absence of leadership gives team members the scope to develop his ideas and bring better results. This leads to satisfaction and elicits citizenship behaviour among team members.

6.2 CONCLUSION

In the process of economic development, IT sector plays a significant role in generating employment, motivating local and worldwide investors. Leadership skills play very important and crucial role in the growth of IT companies in India. Firstly the study aimed to analyse the predominant leadership behaviour in IT companies in India. Further, the study aimed to identify the relationship between transformational leadership behaviour (transformational, transactional and laissez-faire) and various variables like emotional intelligence, team reflexivity, change management, creativity and OCB of team members in IT companies. All the independent variables have a relationship with the dependent variables in the expected direction. Based on the primary data analysis using multiple regression analysis, the following are the conclusions:

From the demographic characteristics, it is concluded that most of the team leaders and team members in the IT companies are male, married and educational attainment is technical i.e. software engineers, database analysts etc. Most of the team leaders are in the middle age group whereas the younger generation of employees as team members. With regard to experience in years, the majority of team leaders have experience of more than 10 years whereas team members have experience up to five years. Majority of the team leaders are from companies located at Mumbai followed by Goa, and least from Bangalore whereas the majority of the team members are from Goa and least from Pune.

From the perception of team leaders, it is concluded that they exhibit transformational leadership behaviour most often in IT companies in India. The second in importance is transactional leadership behaviour. Lastly team leaders exhibit laissez-faire leadership behaviour in IT companies in India whereas the findings from the perception of team members lead to the conclusion that team members exhibit transactional leadership behaviour most often, followed by transformational and lastly laissez-faire leadership behaviour.

Impact of demographic variables of team leaders and team members on leadership behaviour in IT companies' show that gender, educational attainment

and marital status of team leaders and team members have no influence on various dimensions of leadership behaviour i.e. transformational, transactional and laissez-faire. Experience, location and age of team leaders and team members have a significant influence on transformational leadership behaviour, transactional leadership behaviour and laissez-faire leadership behaviour. The designation of team leaders has a significant influence on transformational, transactional, and laissez-faire whereas designation of team members has no significant influence on leadership behaviour i.e. transformational, transactional, and laissez-faire.

Companies are continuously searching for strategies to strengthen leadership abilities in the organization. The current study was designed to examine whether a significant relationship exists between emotional intelligence (EI) and transformational leadership behaviour. The linkages between emotional intelligence and transformational leadership behaviour were found to be positive in IT (Software) companies in India. This suggests that team leaders use emotional intelligence in order to create a positive performance. It also indicates that the abilities encompassed by emotional intelligence are intrinsically related to the role of the transformational leader. The result of multiple linear regressions in assessing the variables or the relationship between EI and leadership behaviour supports the assumption hypothesized in this study. The positive association between emotional intelligence and the transformational leadership behaviour of team leaders supports the general claim worldwide, as discussed in the literature. Emotional intelligence is significantly and positively related to transformational leadership and transactional leadership and is insignificant and negatively related with laissez-faire leadership behaviour. It is important to note that the support with regard to laissez-faire leadership means that the relationships exist or that emotional intelligence do play important role in leadership practice. In conclusion, this study has empirically contributed to the body of research that supports the role of emotional intelligence in predicting transformational leadership behaviour.

The relationship between transformational leadership behaviour and team reflexivity is studied and it is concluded that there exists a significant positive relationship between transformational leadership behaviour and team reflexivity i.e. task and social reflexivity. Transformational leadership behaviour and transactional leadership behaviour has a significant positive relationship with team reflexivity. It shows that transformational leadership behaviour is important in stimulating team reflexivity. It is found that the charisma or idealised influence, inspirational motivation, contingent reward and management-by-exception show a positive influence on team reflexivity in IT companies. Laissez-faire leadership shows a significant positive relationship with task reflexivity and social reflexivity. Overall laissez-faire leadership behaviour is insignificant and negatively related to team reflexivity.

The leaders interviewed in this study have been found to exhibit transformational leadership most often. Also, the level of transformational leadership is relatively high, hence implying that leaders can manage change successfully. The relationship between transformational leadership behaviour and change management in IT companies has been studied and the overall findings of the study suggest that there exists significant positive relationship between transformational leadership behaviour (transformational, transactional) and change management. Based on the data analysis, it is found that only three independent variables have significant positive relationships with organisational change. They are individualised consideration, contingent reward and management-by-exception. Laissez-faire leadership behaviour shows a significant negative relationship with change management. To conclude laissez-faire leadership do not manage change effectively in IT companies in India.

Employees' creativity is achieved only if there is effective leadership behaviour. Leadership plays a key role in encouraging creativity among team members in IT companies. The objective is to find the relationship between transformational leadership behaviour and creativity. A positive and significant association is reported between laissez-faire and creativity of team members. Laissez-faire

leader gives a team member freedom to think and work as per the needs of the service which helps to bring about creativity in his work. Further, it is concluded that there exists negative relationship between transformational leadership behaviour (transformational and transactional leadership) and creativity. There is a positive relationship between idealised influence and intellectual stimulation. Factors of transformational leadership show a positive relationship with creativity. In the case of transactional leadership, factor management-by-exception is significant. Laissez-faire leadership behaviour shows a positive relationship with creativity. In IT companies there are client service and maintenance and development of software. In client service deadlines of service are short so work pressure does not enable creativity whereas team members working for own company (maintenance and development of software) have flexible deadlines of service which helps to bring about more creativity among team members. Quantitative data provides evidence that team leaders in IT companies in India must practice and develop behaviour of the transformational and transactional leadership in order to encourage and sustain subordinates' creativity. Further employee creativity can be facilitated by enhancement of the organisational climate like providing adequate time and resources for creativity. The objective is to test the relationship between transformational leadership behaviour and organisational citizenship behaviour (OCB). The overall findings of the study suggest that there exists a significant positive relationship between transactional and laissez-faire leadership behaviour and organisational citizenship behaviour (OCB) whereas there is a negative relationship between transformational leadership and organisational citizenship behaviour (OCB). In the case of transactional leadership, both factors i.e. contingent reward and management-by-exception are significant whereas laissez-faire leadership behaviour shows a significant positive relationship with organisational citizenship behaviour (OCB). The transformational leader in IT companies provides intellectual stimulation and challenging jobs to their team members who experience greater job satisfaction. Team leaders try to build trust and increase

the level of intrinsic motivation and willingness for extra work role behaviour. In IT companies, employees show OCB by working from home. Work from home is allowed in different situations like for safety of female employees, personal issues of employees, working on a national holiday and leave, working in shifts etc. Work is a priority in IT companies. So employees have to meet the deadline for given work.

6.3 THEORETICAL CONTRIBUTIONS

This study highlights the importance of leadership behaviour (transformational, transactional and laissez-faire) in IT companies in India. The emotional intelligence of team leaders leads to transformational leadership behaviour which in turn enhances the team reflexivity of leaders which helps to bring changes in the company effectively. Team leaders can manage changes in the organisation smoothly and effectively. It also enhances creativity and organisational citizenship behaviour of the team members.

Transformational leadership behaviour has a significant positive relationship with emotional intelligence, team reflexivity, change management, creativity and OCB of team members in software companies in India under study. The significant theoretical contributions of this study have been elucidated below:

- The significance of this research finding is that it lines with previous research findings that identify a significant positive predictive relationship between emotional intelligence and transformational leadership behaviour (Srivastava & Bharamanaikar, 2004; Singh, 2007; Raina & Sharma, 2013; Barling et al., 2000; Palmar et al., 2001, Gardener & Stough, 2002, Sivanathan & Fekken, 2002; Butler & Chinowsky, 2006; Vrba, 2007). Further, the present findings contradict those of Weinberger (2003), who found no relationship between emotional intelligence and leadership styles and leadership outcomes. Leban and Zulauf (2004) found that management-by-exception component of transactional leadership is found to have a significant negative relationship with strategic

emotional intelligence and understanding emotions component of emotional intelligence. Modassir& Singh (2008) found that there is no relation between emotional intelligence and transformational leadership style.

- Further with regard to the relationship between the transformational leadership behaviour and team reflexivity it is found that the research findings support the previous research that there is a significant positive relationship between the transformational leadership behaviour and team reflexivity. It was found that transformational leadership positively influences reflexivity which in turn influences team performance, team innovation, commitment and satisfaction. (Schippers, M.C et al., 2007, Schippers et al.2003, Hirst et al. 2004).
- The objective is to evaluate whether transformational leadership behaviour leads to change management in IT companies. The importance of this research finding is that it supports previous research findings that there is a significant positive relationship between transformational leadership behaviour and transactional leadership behaviour and Change Management. (Vinger, G., Cilliers, F. 2006, Holten & Brenner 2015, Gilley, A., et al. 2009). It is observed that the leaders exhibit transformational leadership most often and that, contrary to criticism, they manage change fairly successfully. The transformational leadership style had a positive, long-term effect on followers' change appraisal whereas it was negative for transactional leadership.
- A previous research finding is that there is no significant positive relationship between transformational leadership behaviour and creativity. There are studies in this line with this finding. (Basu & Green 1997, Wang & Rode 2010, Chen et al., 2009, Jaussi &Dionne2003, Redmond, M. R., et al., 1993). Studies found that transformational leadership was negatively related to the creative behaviour of employees as under certain circumstances transformational leadership can determine creativity. Also, transformational leadership has a relatively small effect on employees' creativity. Further, the present findings contradict those of (Huysamen et. al. 2003, Mittal &Dhar 2015, Kasasbeh et al., 2015, Gumusluoglu, L. & Ilsev, A.2007 Khalili, A. 2016, and Herrmann, D. & Felfe,

J. 2013), who found that there is a positive relationship between transformational leadership behaviour and Creativity.

- The significance of this research finding is that this study supports the previous research findings that there is no significant positive relationship between transformational leadership behaviour and Organisational Citizenship Behaviour (OCB). There are studies in line with this finding. (Humphrey, A. M. 2012, and Odek, S. N. 2018), who found that transformational leadership did predict organizational citizenship behaviour, and organizational identification did not mediate the relationship. Also, laissez-faire leadership was negatively related to organizational citizenship behaviour.

Further, the present findings contradict those of Lin, R.S.J., & Hsiao, J. K (2014) Lin, R.S.J., & Hsiao, J. K (2014) which tested the relationships between transformational leadership, knowledge sharing, trust and organizational citizenship behaviour and the results showed that transformational leadership was significantly related to knowledge sharing and trust. Moreover, knowledge sharing and trust were significantly related to organizational citizenship behaviour.

6.4 MANAGERIAL IMPLICATIONS

Effective leaders use their emotional intelligence to manage themselves and to effectively manage and direct others within the company. The results of this study suggest that emotional intelligence has a significant effect on transformational leadership behaviour. Therefore, higher levels of emotional intelligence could help improve leadership performance and driving IT companies towards success. Many practitioners and scholars believe that emotional intelligence can be improved upon through training and development programs; therefore, for leaders employed in the IT companies, the company can focus on creating or gearing training and development programs toward improving levels of existing leaders' emotional intelligence.

According to the findings of the study, emotional intelligence has a statistically significant relationship with transformational and transactional leadership behaviour. Consequently, organizational leaders may want to place an emphasis on developing comprehensive leadership development programs that include EI and a full range of leadership. Doing so will allow team members to share leadership skills on the job, gain emotion-based skills to enhance and improve self-learning, develop leaders as mentors, and assess and develop emotional competencies throughout the organization.

Further, past research shows that transformational leadership behaviour is positively related to team reflexivity. The finding of the study supports previous studies. The important management implications could be that teams facing adverse working conditions in the form of high demands should be trained to be reflexive in order to become more innovative. Research has proved that transformational leaders play an important role in engendering a shared vision and reflexivity within the team.

In this study, it was also found that transformational leadership behaviour has a significant effect on organisational change. It provides applicable knowledge for developing policies and strategies for organisational change. Transformational leadership is an effective approach to enhance followers' positive appraisal of change. Providing a good working environment and good packages for good work would not be sufficient or effective for managing change in the organisation. Team leaders in IT companies should be able to inspire and motivate their subordinates or employees in the change implementation process. Also, management should take initiatives to provide better incentive packages and suitable working conditions in the organisation. They must also ensure and monitor good HRM practices because good HRM and leadership behaviour can promote the performance of organisations through organisational change.

With reference to the findings of the study with regard to transformational leadership behaviour and creativity in IT companies, it is found that transformational leadership behaviour is significantly related to the creativity of

team members in IT companies. Leadership behaviour enhances employees' creative performance and also encourages them to bring about organisational innovation. It is important to cultivate and sustain organisational culture and induce employees learning abilities and creativity. Management should screen out the employees or subordinates who have high learning abilities and creativity. Leaders should clearly communicate and translate their vision into specific goals so that team members pursue and successfully achieve goals in an open learning environment, which enhances their creativity. It may be suggested that transformational leadership behaviour should be subject to management training and development in IT companies to bring about overall innovation and effective performance of the IT companies in the country.

Further, this study shows that emotional intelligence of team leaders leads to transformational leadership which in turn encourages organisational citizenship behaviour among team members in IT companies in India. It also suggests that the enormous impact of emotional intelligence of a leader has on team members or employees behaviour at the workplace. IT companies can use this knowledge to their advantage. Leaders can be a role model who inspires the desirable role behaviour among the members of the organisation.

6.6 LIMITATIONS OF THE STUDY

The present study is subject to the following limitations.

- The respondents of this study were selected using convenience sampling technique and their opinions might be influenced by several factors in terms of integrity, loyalty, and willingness to answer questions truthfully.
- As respondents were located in different parts of the country, contacting them personally for obtaining primary data from a structured questionnaire was difficult and time-consuming.
- Data was collected from selected software IT companies (geographical areas) where IT companies are located. It did not consider the whole of India. A

representative sample from different software hubs of India would be an asset to the study.

6.7. SCOPE FOR FURTHER RESEARCH

This study investigated the relationships between the emotional intelligence of team leaders and their leadership behaviour as perceived by their subordinates. This study was intended to contribute further to the theoretical base surrounding emotional intelligence and its application to practice. A recommendation for future research is to explore the concept of emotional intelligence from a qualitative perspective. It may be that emotional intelligence is difficult to measure in the quantitative perspective and a better understanding may be gained by looking at this differently. The nuances around individuals' behaviour and approach to others could be explored through a qualitative lens and would contribute additional knowledge in this body of work on emotional intelligence. The topic of emotional intelligence has generated a great deal of interest in the practitioner community and there is great deal of divergence of perspectives in the research community. A better understanding of this construct from a multitude of perspectives, along with tools to effectively measure it, will contribute significantly to this phenomenon of emotional intelligence and further clarify whether it provides a unique understanding of individuals. With regard to the study of transformational leadership behaviour and team reflexivity, change management in IT companies, there is further scope for research to examine the relationship between leadership behaviour and other managerial styles. The relationship between transformational leadership and change management may also be explored in different contexts.

This study is limited to the survey method. A follow up qualitative research would help to discover how leaders' behaviour and nature can enhance employees' creativity in IT companies in India. The comparison between the transformational, transactional, and laissez-faire leadership to find out which one is pivotal in terms of employees' creativity and OCB. Other data collection

techniques such as personal interview might be useful to comprehend the direct effect of transformational leadership on employees' creativity and OCB in depth. Future research should consider applying the research to another service sector that could benefit from the results and be used to determine whether results also indicate that transformational leadership has a significant positive relationship with employees' creativity. Transformational behaviour and emotional intelligence abilities enrich employees' citizenship behaviour. Examination of different moderator variables should be considered in future studies in order to enrich the body of knowledge in this field. This study considered team leaders responses for EI measurement in the analysis. Future studies may take into account the team members or subordinates' responses as well as the difference between the two types of response. This study also provides scope for further research on the relationship between transformational leadership and organizational citizenship behaviour of followers in a different context.

7. SUMMARY

In recent years, transformational leadership behaviour (transformational, transactional and laissez-faire) and variables like emotional intelligence, team reflexivity, change management, creativity and OCB has gained much attention as a potential and important underlying attribute of effective leadership. There are various viewpoints (both for and against) regarding whether or not the relationship between leadership behaviour and variables under study exists. The purpose of this research study is to examine the said relationship and explore the extent to which leaders emotional intelligence dimensions could predict the perceived level of leadership behaviour and also to predict relationship between the transformational leadership behaviour and various variables under study. Quantitative survey data is collected from 802 respondents i.e. team leaders and team members from IT companies located in Goa, Mumbai, Pune, Bangalore and Hyderabad.

The results of the analysis found that on an average, the level of transformational leadership is more or less the same as the level of transactional leadership and laissez-faire leadership as leaders exhibit this behaviour of leadership most frequently. The predominant transformational leadership behaviour from the perception of team leaders is transformational, followed by transactional and lastly laissez-faire and from the perception of team members is transactional, followed by transformational and lastly laissez-faire.

The results of the study show that there is statistically significant predictive relationship between leaders' self-awareness, self-management, social awareness, and relationship management scores and their perceived leadership behaviour ratings. Overall hypothesis are supported for transformational and transactional leadership behaviour. A hypothesis for laissez-faire leadership is not supported. Emotional intelligence has significant relationship with laissez-faire leadership behaviour in IT companies in India.

Further it is found there is also statistically significant predictive relationship between leaders' idealised influence, inspirational motivation, intellectual

stimulation and individualised consideration scores and their perceived team reflexivity of team leader ratings. Overall hypothesis are supported for transformational and transactional leadership behaviour. A hypothesis for laissez-faire leadership is not supported. Laissez-faire leadership behaviour is positively to team reflexivity in IT companies.

Also, it is found that there is statistically significant predictive relationship between transformational leadership behaviour and change management except for laissez-faire leadership behaviour in IT companies in India. Overall hypothesis are supported for transformational, transactional and laissez-faire leadership behaviour.

Further, no statistically significant predictive relationship is found between leaders' idealised influence, inspirational motivation, intellectual stimulation and individualised consideration scores and creativity ratings. Overall hypothesis are not supported for all leadership behaviour in IT companies.

Lastly, it is found that there is statistically significant predictive relationship between transactional behaviour and OCB. Hypotheses is not supported for transformational leadership and laissez-faire leadership behaviour in IT companies in India.

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PUBLICATIONS

PUBLICATIONS

- Published a paper titled “**Relationship of Transformational Leadership and Emotional Intelligence among Team Leaders in IT (Software) Companies in India**”, in *International journal of Management Studies* , EISSN -2231-2528, ISSN 2249-0302, Volume VI, Issue -1 (3) January 2019. pp. 112-119. **UGC approved Journal No 44925.**

- Published a paper titled “**Transformational Leadership Behaviour in Select IT Companies in India**”, in *ZENITH International Journal of Multidisciplinary Research*, ISSN 2231-5780, Vol.8 (12), December (2018), pp. 283-29. **UGC approved Journal No. 48877.**

- Published a paper titled “**Content Analysis of Transformational Leadership Style**”, in the *Radix International journal of Economics and Business Management*. ISSN -2277-1018 Volume 3, Issue 5 (May 2014). **UGC approved Journal No 44641.**

ANNEXURE

TRANSFORMATIONAL LEADERSHIP BEHAVIOUR IN SELECT IT COMPANIES IN INDIA

Respected Sir / Madam,

I am Ms. Ujvala M. Hanjunker, Asstt. Professor, Vidya Prabodhini College of Commerce, Education, Computer & Management, Parvari-Goa. I am carrying out this survey on Transformational leadership style as part of my Ph.D Research. Kindly give your frank opinion for the statements and questions given below. The data will be used for research purpose only and same will be kept confidential.

* Required

DEMOGRAPHIC PROFILE

1.

2. Age

Mark only one oval.

- 21-25 years
- 26 -30 years
- 31-35 years
- 36-40 years
- above 40 years

3. Gender *

Mark only one oval.

- MALE
- FEMALE

4. Qualification

Mark only one oval.

- M.E
- MCA
- B.E
- M.Sc
- B.Sc
- OTHERS

5. Company Name/ Department *

6. Company Location:

Mark only one oval.

- GOA
 BANGLORE
 PUNE
 MUMBAI
 HYDERABAD
 OTHERS

7. Designation *

Mark only one oval.

- Software Engineer
 Programme Developer
 DBA
 Consultant
 Other: _____

8. Experience: (Years) *

Mark only one oval.

- 1-5 Years
 6-10 Years
 ABOVE 10 Years

9. Marital Status

Mark only one oval.

- MARRIED
 SINGLE
 SEPARATED
 Other: _____

10. Email Id:

11. I am *

Mark only one oval.

- Team Leader/ Project Leader/ Manager *Skip to question 12.*
 Team Member/ Subordinates *Skip to question 20.*

TEAM LEADER

Transformational leaders are referred to those ones who try to show the organizations a new route for improvement and progress by generating new ideas and perspectives. They also mobilize the organization by motivating managers, employees and members of the organizations to radical changes, transforming organizational pillars to achieve necessary readiness and capabilities to move in this new route as well as achieving higher levels of idealized performance.

This questionnaire provides a description of your leadership style. Twenty one descriptive statements are listed below. Judge how frequently each statement fits you. The word "others" may mean your

followers, clients, or group members.

KEY: 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Most often, 4 = Frequently

12. Multi factor Leadership Questionnaire (Team Leaders/ Project Leaders) *

Mark only one oval per row.

	4	3	2	1	0
1. I make others feel good to be around me.	<input type="radio"/>				
2. I express with a few simple words what we could and should do.	<input type="radio"/>				
3. I enable others to think about old problems in new ways	<input type="radio"/>				
4. I help others develop themselves	<input type="radio"/>				
5. I tell others what to do if they want to be rewarded for their work.	<input type="radio"/>				
6. I am satisfied when others meet agreed upon standards.	<input type="radio"/>				
7. I am content to let others continue working in the same way as always.	<input type="radio"/>				
8. Others have complete faith in me	<input type="radio"/>				
9. I provide appealing images about what we can do	<input type="radio"/>				
10. I provide others with new ways of looking at puzzling things	<input type="radio"/>				
11. I let others know how I think they are doing.	<input type="radio"/>				
12. I provide recognition/rewards when others reach their goals	<input type="radio"/>				
13. As long as things are working, I do not try to change anything.	<input type="radio"/>				
14. Whatever others want to do is O.K. with me.	<input type="radio"/>				
15. Others are proud to be associated with me	<input type="radio"/>				
16. I help others find meaning in their work.	<input type="radio"/>				
17. I get others to rethink ideas that they had never questioned before	<input type="radio"/>				
18. I give personal attention to others who seem rejected.	<input type="radio"/>				
19. I call attention to what others can get for what they accomplish.	<input type="radio"/>				
20. I tell others the standards they have to know to carry out their work	<input type="radio"/>				
21. I ask no more of others than what is absolutely essential	<input type="radio"/>				

Skip to question 13.

EMOTIONAL INTELLIGENCE

This questionnaire provides four factors - Self-Awareness, Self-Management, Social Awareness and Social Skills. For each statement below, decide which of the answers on the following scale best describes you and enter the rating against the question number on the answer sheet

Key: 5 =Very Good, 4 = Good, 3= Acceptable / OK, 2=Could be better / Inconsistent, 1 = Not very good / Often neglect this

13. SELF AWARENESS*Mark only one oval per row.*

	5	4	3	2	1
1. Acting confidently when I have some relevant expertise or experience	<input type="radio"/>				
2. Taking decisions without approval or support	<input type="radio"/>				
3. Evaluating when I am close to the limit of my capabilities	<input type="radio"/>				
4. Sharing with others when I am uneasy about taking on task	<input type="radio"/>				
5. Managing how much pressure I put myself under	<input type="radio"/>				
6. Identifying when I am starting to feel under pressure	<input type="radio"/>				
7. Being open about the emotional impact events may have had on me	<input type="radio"/>				
8. Recognising when my feelings may be impacting on my judgement	<input type="radio"/>				
9. Anticipating accurately my reaction to events	<input type="radio"/>				
10. Admitting when my behaviour may have been unreasonable	<input type="radio"/>				

14. SELF MANAGEMENT*Mark only one oval per row.*

	5	4	3	2	1
11. Maintaining a calm appearance when my situation becomes uncom	<input type="radio"/>				
12. Making my actions match my wordsRow 10	<input type="radio"/>				
13. Controlling any potentially emotional outbursts	<input type="radio"/>				
14. Staying openly committed on tasks I do not consider worthwhile	<input type="radio"/>				
15. Holding back from expressing criticism of others	<input type="radio"/>				
16. Adjusting rapidly when the situation changes	<input type="radio"/>				
17. Tackling obstacles and problems rather than simply complaining about them	<input type="radio"/>				
18. Initiating action on tasks without needing to be asked	<input type="radio"/>				
19. Taking advantage of new opportunities in the workplace	<input type="radio"/>				
20. Considering all criticism non-defensively	<input type="radio"/>				

SOCIAL AWARENESS

Key: 5 = Very Good, 4 = Good, 3 = Acceptable / OK, 2 = Could be better / Inconsistent, 1 = Not very good / Often neglect this

15. Mark only one oval per row.

	5	4	3	2	1
21. Sensing when others are feeling down or upset	<input type="radio"/>				
22. Addressing the needs and concerns of others	<input type="radio"/>				
23. Alerting others when the harmony within the group is under strain	<input type="radio"/>				
24. Taking account of others' agendas and priorities when making presentations	<input type="radio"/>				
25. Being sensitive to the political undertones in the organisation	<input type="radio"/>				
26. Spotting where personality clashes may impact on work performance	<input type="radio"/>				
27. Identifying where alliances could be built with other areas	<input type="radio"/>				
28. Appreciating the pressures under which others are operating	<input type="radio"/>				
29. Anticipating customer needs	<input type="radio"/>				
30. Generating ideas that others find attractive	<input type="radio"/>				

SOCIAL SKILLS

Key: 5 = Very Good, 4 = Good, 3 = Acceptable / OK, 2 = Could be better / Inconsistent, 1 = Not very good / Often neglect this

16. Mark only one oval per row.

	5	4	3	2	1
31. Taking the lead whenever there is an opportunity to do so	<input type="radio"/>				
32. Working through informal networks to get things done	<input type="radio"/>				
33. Influencing the thinking of others	<input type="radio"/>				
34. Presenting ideas in a way that engages others and inspires them to achieve more	<input type="radio"/>				
35. Providing feedback which others act on	<input type="radio"/>				
36. Supporting others in their learning and development	<input type="radio"/>				
37. Communicating clearly and effectively	<input type="radio"/>				
38. Listening attentively	<input type="radio"/>				
39. Cooperating fully with others to achieve goals	<input type="radio"/>				
40. Handling disagreements and confrontations positively	<input type="radio"/>				

TEAM REFLEXIVITY

Indicate how far each statement is an accurate or inaccurate description of your team beside each statement, based on the following scale of 1 to 7:

1 = Very inaccurate, 2 = Not accurate, 3 = Less accurate, 4 = Accurate, 5 = Moderately accurate, 6 = Highly accurate, 7 = Very highly accurate

17. Task Reflexivity

Mark only one oval per row.

	7	6	5	4	3	2	1
1. The team often reviews it's objectives.	<input type="radio"/>						
2. We regularly discuss whether the team is working together effectively	<input type="radio"/>						
3. The methods used by the team to get the job done are often discussed	<input type="radio"/>						
4. In this team we modify our objectives in the light of changing circumstances	<input type="radio"/>						
5. Team strategies are often changed.	<input type="radio"/>						
6. How well we communicate information is often discussed	<input type="radio"/>						
7. The team often reviews its approach to getting the job done.	<input type="radio"/>						
8. The way decisions are made in this team is often reviewed.	<input type="radio"/>						

18. Social Reflexivity

Mark only one oval per row.

	7	6	5	4	3	2	1
1. Team members provide each other with support when times are difficult.	<input type="radio"/>						
2. When things at work are stressful the team is very supportive.	<input type="radio"/>						
3. Conflict does not linger in this team.	<input type="radio"/>						
4. People in this team often teach each other new skills.	<input type="radio"/>						
5. When things at work are stressful, we pull together as a team.	<input type="radio"/>						
6. Team members are always friendly.	<input type="radio"/>						
7. Conflicts are constructively dealt with in this team.	<input type="radio"/>						
8. People in this team are quick to resolve arguments.	<input type="radio"/>						

Untitled Title

CHANGE MANAGEMENT

Instructions: This questionnaire provides a frequency for change management . Descriptive statements are listed below. Judge the statement with KEY: 5 = Strongly agree, 4 = Agree, 3 = Neutral 2 = Disagree, 1 = Strongly Disagree

19. CHANGE MANAGEMENT*Mark only one oval per row.*

	5	4	3	2	1
1. People invariably resist change	<input type="radio"/>				
2. The articulation of the organization's future state by its leaders is one of the most important aspects of a successful change effort.	<input type="radio"/>				
3. Lacking freedom of choice about change usually provokes more resistance than change itself.	<input type="radio"/>				
4. A common error in Managing change is providing more information about the process than necessary.	<input type="radio"/>				
5. As movement toward a new future begins, members of an organization need both time and opportunity to disengage from and grieve for the loss of the present state	<input type="radio"/>				
6. Managing resistance to change is more difficult than managing apathy about change	<input type="radio"/>				
7. Complaints about the change effort are often a sign of progress	<input type="radio"/>				
8. "Turf issues," both individual and group, are usually the greatest obstacle to systematic change	<input type="radio"/>				
9. Leaders find it more difficult to change organizational goals than to change the ways to reach those goals.	<input type="radio"/>				
10. Successful change efforts typically require changing the reward systems to support the change	<input type="radio"/>				
11. A change effort routinely should begin with the modifications of the organization's structure	<input type="radio"/>				
12. A reduction in the organization's problems represents clear cut evidence of progress in the change effort	<input type="radio"/>				
13. Organizational change is typically a response to external environmental pressures rather than internal management initiatives	<input type="radio"/>				
14. In Managing change, the reduction of restraints or barriers to the achievement of the end state is more effective than increased pressure towards that end state	<input type="radio"/>				
15. Effective Organizational change requires certain significant and dramatic steps or "leaps" rather than moderate incremental ones	<input type="radio"/>				

5 4 3 2 1

16. The More members of an organisation are involved in planning the change , the more they will be committed to the change effort	<input type="radio"/>				
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Stop filling out this form.

TEAM MEMBERS

This questionnaire provides a description of your leadership style. Twenty one descriptive statements are listed below. Judge how frequently each statement fits you. The word "others" may mean your followers, clients, or group members.

KEY: 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Most often, 4 = Frequently

20. Multi factor Leadership Questionnaire (Team Members / Subordinates) *

Mark only one oval per row.

	4	3	2	1	0
1. Makes us feel good when around.	<input type="radio"/>				
2. Expresses with a few simple words what we could and should do.	<input type="radio"/>				
3. Encourages to think about old problems in new ways	<input type="radio"/>				
4. Motivates to develop oneself.	<input type="radio"/>				
5. Tells us what to do if want to be rewarded for our work.	<input type="radio"/>				
6. Provides satisfaction and agreed-upon standards.	<input type="radio"/>				
7. Allows continuing working in the same way as always.	<input type="radio"/>				
8. Complete faith in us.	<input type="radio"/>				
9. Provides appealing images about what we can do	<input type="radio"/>				
10. Provide us with new ways of looking at puzzling things	<input type="radio"/>				
11. Allows us to know how we think what we are doing.	<input type="radio"/>				
12. Provide recognition/rewards when we reach the goals	<input type="radio"/>				
13. Allows to do the work and do not try to change anything.	<input type="radio"/>				
14. Whatever we want to do is O.K. with him.	<input type="radio"/>				
15. Proud to be associated with him	<input type="radio"/>				
16. Help us to find meaning in our work.	<input type="radio"/>				
17. Encourages to rethink ideas that we had never questioned before	<input type="radio"/>				
18. Provides personal attention to us when seem rejected.	<input type="radio"/>				
19. Provides attention to what we can reward for what we accomplish.	<input type="radio"/>				
20. Set standards we have to know to carry out our work	<input type="radio"/>				
21. Asks only what is absolutely essential	<input type="radio"/>				

QUESTIONNAIRE FOR ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

The OCB-C uses a 5-point frequency scale-1 = Rarely , 2. Once or twice in a year ,3 One or twice per month 4. Once or twice per week,5. Everyday

21. ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB) *

Mark only one oval per row.

	5	4	3	2	1
1. Took time to advise, coach, or mentor a co-worker.	<input type="radio"/>				
2. Helped co-worker learn new skills or shared job knowledge.	<input type="radio"/>				
3. Helped new employees get oriented to the job.	<input type="radio"/>				
4. Lent a compassionate ear when someone had a work problem.	<input type="radio"/>				
5. Lent a compassionate ear when someone had a personal problem.	<input type="radio"/>				
6. Changed work schedule, work days, or shifts to accommodate co-worker's needs.	<input type="radio"/>				
7. Offered suggestions to improve how work is done.	<input type="radio"/>				
8. Offered suggestions for improving the work environment.	<input type="radio"/>				
9. Finished something for co-worker who had to leave early.	<input type="radio"/>				
10. Helped a co-worker who had too much to do.	<input type="radio"/>				
11. Volunteered for extra work assignments.	<input type="radio"/>				
12. Took phone messages for absent or busy co-worker.	<input type="radio"/>				
13. Said good things about your employer in front of others.	<input type="radio"/>				
14. Gave up meal and other breaks to complete work.	<input type="radio"/>				
15. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	<input type="radio"/>				
16. Went out of the way to give co-worker encouragement or express appreciation.	<input type="radio"/>				

CREATIVITY QUESTIONNAIRE

Instructions: This questionnaire provides a description of team members creativity. Descriptive statements are listed below. Judge the statement with KEY: 5 = Strongly agree, 4 = Agree, 3 = Neutral 2 = Disagree, 1 = Strongly Disagree

22. Mark only one oval per row.

	5	4	3	2	1
1. I believe that my personality traits (self-esteem, respect for others' opinion, extrovert / introvert, etc.) make me more creative in the workplace	<input type="radio"/>				
2. I am interested in my work and I find it rewarding / fulfilling (I have a personal interest and goals in terms of what I do for my work)	<input type="radio"/>				
3. My previous experience makes me more creative in the workplace	<input type="radio"/>				
4. The opinion of other work colleagues has a positive effect on my individual creativity	<input type="radio"/>				
5. My personal contacts enhance my level of creativity in the workplace	<input type="radio"/>				
6. I feel proud and committed in working with my organization	<input type="radio"/>				
7. I am satisfied with my salary/ remuneration package at work	<input type="radio"/>				
8. Time pressure inhibits my individual creativity at work	<input type="radio"/>				
9. I don't find problems and issues distracting. They don't cause me to lose focus on my real work.	<input type="radio"/>				
10. I'm confident that I can develop creative ideas to solve problems, and I'm motivated to implement solutions.	<input type="radio"/>				
11. I rarely ignore good ideas because I don't have the resources to implement them.	<input type="radio"/>				
12. I see problems, complaints, and bottlenecks as opportunities rather than as issues.	<input type="radio"/>				
13. I look for things in my environment to inspire me to find new interpretations of problems.	<input type="radio"/>				
14. Everyday routine doesn't impede on my creativity	<input type="radio"/>				
15. I avoid following procedures strictly by the rules	<input type="radio"/>				
16. I prefer to approach problems in logical and rational manner	<input type="radio"/>				

23. Mark only one oval.

Option 1

Stop filling out this form.

Untitled Section