

# Project Performance Development through Adoption of Transformational Leadership into the Profession of Quantity Surveying in Sri Lanka: A Gap Analysis

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**Abstract**— Sri Lanka as a developing country has faced several changes in the sector of construction industry during last few decades. The changes have caused effects to many professions including the profession of Quantity Surveying and it has been expanded into a vast area. Quantity Surveyors play a major role as leaders in the construction industry. In reviewing the literature, this research investigates the project performance development through adoption of Transformational Leadership into the profession of Quantity Surveying in Sri Lanka. The research has been significant as it approach the Transformational Leadership into the Quantity Surveying profession in Sri Lanka. It also investigates the application of leadership by Quantity Surveyors to the project performance development factors. The scope of this research contains a qualitative analysis of literature to achieve the main objectives. Several research papers and other sources were collected to enhance the research gaps and importance of this research. In overall this research attempts to trace the relationship extant between Quantity Surveyors in their role as leaders and the success in project performance. It also suggests that further studies related to the Quantity Surveying should be undertaken.

**Keywords:** Quantity Surveying, Transformational Leadership, Project performance development, Sri Lanka

## I. INTRODUCTION

Sri Lanka up to date has been subjected to many changes virtually in all the mainstream sectors within the last decade. Especially the policy of open economy increasingly resulted in making several outside investors to invest within the country. Projects are becoming bigger and more complex in nature with higher numbers of stakeholders with different intentions for the project who may have multi-ethnic and multi-cultural backgrounds (Ofori and Toor, 2009). In consequence, the construction industry has been exposed to a wide range

of investors and construction phases which was marked by rapid changes the effect of which can subsequently be traced in the role of Quantity Surveyors. The growing body of literature on Transformational Leadership (a theory frequently used in recent times) which has neglected the role of the quantity surveyor to a considerable degree at which point this research becomes important. In addressing the role of Quantity Surveyors in the light of such changes as far as the construction industry goes, the quantity Surveyors are required leadership skills in order to proceed with the transforming role in the construction sector under the new millennium. "The Quantity Surveying profession is also going through a period of rapid transformation" (Toor, 2012).

In drawing the attention to the backdrop of this research the condition in which the quantity surveyor finds himself in can be understood both in view of the present context and the its origin which has its roots in Egypt where some systems of Quantity Surveying were prevalent as substantiated by a number of historical sources. It is equally crucial to note that despite its origin the Quantity Surveying first developed more formally in the 17th Century in the U.K. That being said, there is a new assurance about the future of quantity surveying as a profession and quantity surveyors are now looked on as key players in the construction industry as far as the present role of Quantity Surveyors is concerned.

## II. THE PROBLEM STATEMENT AND JUSTIFICATION

The Quantity Surveying as a profession has seen many changes over the past years and within such a change a Quantity Surveyor has a distinctive role to play which is characterized by their leadership. Accordingly the present dissertation makes an effort to discover whether a considerable increase in project performance can be made as a result of Quantity Surveyors' adaptation of the Transformational Leadership to meet specific goals.

The development of the Sri Lankan construction industry has closely followed the economic changes during the past decade and relatively, and the demand trend resulted in many changes on the supply side of the industry and the production characteristics improved gradually over the period (Weddikkara and Devapriya, 2015). Therefore it's important to identify the extent to which Quantity Surveyors perceive their role of leadership in transforming their profession under changes of construction industry in Sri Lanka. In order to satisfy the overall changes involving in a project, the Quantity Surveyors seek to play a vital role by involving in multi-disciplinary roles and the quantity surveying professionals have the potential to emerge as knowledge leaders in the construction industry by adding great values and economic outputs for the construction projects (Reddy, 2015). This research analyses the capabilities of the quantity surveyors in achieving professional challenges, and the effectiveness in transforming the leadership role under such circumstances.

"Quantity surveyors generally saw the professions as the main drivers of innovation. Architects and building designers were the most frequently nominated group apart from the quantity surveyor's own sub-sector. These were followed by engineers and project managers. Certainly quantity surveyors rated themselves much higher as innovators than did the other two groups." (Hardie, Miller, Manley and McFallan, 2005)

The selection of Transformational Leadership to be applied to the role of the Quantity surveyor can be justified in view of the fact that "the Transformational Leadership theory is a prominent representative of the new theories that have occupied center stage in leadership research in the last two decades". (T.Dvir, D.Eden, B.J.Avolio and B.Shamir, 2002)

### III.OBJECTIVE AND RATIONAL

As the core objectives, the research gap of this study was identified by means of a comprehensive literature survey. Accordingly, the gap between the prevailing literature and the current research lies in the latter's focus on the way in which the development of project performance can be achieved through adoption of transformational leadership into the profession of quantity surveying placing special emphasis on the Sri Lankan context. Although a less number of studies have dealt with the quantity surveying and project performance the present thesis undertakes to bring out the relationship between QS, transformational leadership and the improvement of project performance in conjunction with the purpose of looking in to the

instances in which QS' role is significant for its leadership characteristics. The backdrop of this study lies in its application on Sri Lanka while drawing inspiration from the previous literature on transformational leadership and quantity surveying. In the wake of the above reasons the present study becomes the first attempt which seeks to take in to consideration the Sri Lankan construction field with a view to understanding where and how the QS plays the role of a leader leading to the development of followers' project performance. Therefore the comprehensive literature survey done in this research follows that the present research is in line with the previous studies on transformational leadership but rather with a new approach to view transformational leadership in a new light.

### IV.METHODOLOGY

A comprehensive review was conducted the literature to identify both qualitative studies related to the project performance development through adoption of Transformational Leadership into the profession of Quantity Surveying in Sri Lanka. So far thirty research work was under review in the present thesis. Research papers were collected ranging from 1997 to 2012. Data collection involved documentary survey, participant observation, field research (interviews). Data were collected through Google scholars, sources on Transformational Leadership were handled with an analytical perspective along with project performance measures. The existing literature shows the influence of transformation leadership to facilitate the development of various aspects of follower which in turn leads to the success at an organizational level and so far the above aspects have been dealt with by existing literature at an organizational level. The work adds to the existing research on Transformational Leadership as the first work which analyses in depth how Transformational Leadership can be utilized to the success of project performance in the role of quantity surveyor. Accordingly the present thesis seeks address the Transformational Leadership with a view to quantity surveyors role as a leader.

### V. COMPREHENSIVE LITRETURE REVIEW AND DISCUSSION

The study conducted by B.S.Pawar and K.K.Eastman(1997) mainly focuses on the contextual influences on Transformational Leadership which is an area a less attention has been paid to as the author notes. Throughout the study the author refers to certain assumptions that have been put forward which denies the influence of the context on the Transformational Leadership to be implausible. Throughout the research, this scholar outlines what falls under contextual factors. Moreover, the authors draw our attention to their

observation that researchers seem to have used the terms charismatic and Transformational Leadership without making or observing an explicit distinction between them which according to these authors is necessary. In the opinion of these researchers it is due to the fact that some specific aspects of charismatic leadership do not form a part of the Transformational Leadership concept. In this research the main focus has been on the top level of leadership in organizations. As these researchers note the central issue that Transformational Leadership addresses at this level is none other than organizational change. This works' contribution to existing literature can be traced in their emphasis on some of the contextual influences that may affect this aspect of transformational leadership. Accordingly, this work focuses on a limited part of a larger framework of organizational change, and this part is restricted by certain suppositions made in prevailing literature about the nature of change processes and the role of transformational leadership in them. The authors concisely outline some of these assumptions in order to highlight the central focus of this article and its place in the larger framework of organizational change.

By means of a field experiment by T.Dvir, D.Eden, B.J.Avolio and B.Shamir (2002), investigate into the impact of Transformational Leadership on the follower both in terms of follower development and performance. In this study, the author draws a distinction between the transformational leaders and transactional leaders while the latter is identified to be contrasting with the former to which the author provides reasons. Throughout this work, the author occasionally make references to the above mentioned transformational leadership, transactional leadership and performance by utilizing other researches done on the subject. The authors findings suggest that the more positive influence of the transformational leaders on direct follower development and on indirect follower performance is in conformity with core causal propositions of Transformational Leadership theory. Moreover, the positive impact of the transformational leaders on their indirect followers' performance experimentally strengthens conclusions drawn from previous studies. The authors emphasize that the newly proposed conceptual framework for developmental aspects of transformational leadership theory was partly confirmed. It further draws our attention to the fact that Transformational Leadership boosted at least one measure each of motivation, morality, and empowerment among the direct followers.

Using a sample of 290 employees and their supervisors from 46 Korean companies, S.J.Shin and J.Zhou (2003) argue that Transformational Leadership was positively related to follower creativity and Followers' "conservation" a value moderated that relationship, and

intrinsic motivation mediated the contribution of the interaction of Transformational Leadership and conservation and partially mediated the contribution of Transformational Leadership to creativity and in consequence the emergence of the new and useful ideas regarding products, services, processes and procedures in organizations can be observed. Apart from examining the extent to which Transformational Leadership contributes to creativity, psychological mechanism by which this contribution occurs is also observed by Shung Jae Shin and Jing Zhou. Further the authors take in to consideration whether intrinsic motivation mediated the relation between Transformational Leadership and creativity. Their approach is with the implication that to fully understand the relationship between Transformational Leadership and followers' creativity, one needs to draw attention to followers' characteristics. They seek to contribute to the literature by explaining how Transformational Leadership was connected to creativity. They investigate both the relationship between Transformational Leadership and creativity and whether intrinsic motivation mediated this relationship and as to whether followers' values moderated this relationship. It is found that among followers' characteristics and individual differences, values play a vital role in foreseeing how followers respond to leaders' influences. Their study suggests that Transformational Leadership is positively related to follower's creativity, because it can increase intrinsic motivation.

This article by J.Felfe, K.Tartler and D.Liepmann(2004) provides a rough introduction to the model proposed by Bass and to provide a general survey on recent German research dealing with this paradigm. The model of Transformational Leadership introduced by Bass (1985) has been widely used in the U.S both in applied research and in practice for more than twenty years. In Germany as well this approach has received increasing attention since the late nineties. Transformational leaders, commitment, personality, multifactor leadership questionnaire (MLQ) are also covered in this study. Moreover, the authors examine research questions concerning antecedences and consequences of Transformational Leadership in Germany. They analyze in depth the relation between leadership and different features of commitment. It could be indicated that there are substantial contributions of Transformational Leadership to affective and normative commitment. They highlight that interesting differences appear, if one takes in to consideration the different contexts. As regards the historical perspective Jörg Felfe, Kathrin Tartler and Detlev Liepmann emphasize on the fact that over the last two decades, research has rejuvenated the talk about charismatic leadership and put emphasis on Transformational Leadership in North America in

particular. The Origin, history, transference of the concept of Transformational Leadership and the manner in which transformational leaderships' theoretical models evolved along with its wide use by many countries, the connection between Transformational Leadership and commitment are also studied by the authors by means of their research. With regard to the German perspective this work brings in to light the fact that in Germany charismatic leadership is sometimes regarded with skepticism and considered and overemphasized North American phenomenon that cannot be easily transferred. They further draws attention to the negative consequences of charismatic leadership such as blind obedience and addiction or risks derived from political and religious contexts. It is of their opinion that a stronger empirical basis is necessary in order to discuss both chances and risks of Transformational Leadership for future leadership. Their conclusion implicates that the concept of Transformational Leadership has been successfully transferred to Germany.

The research of A.Priyabhashini and V.R.Krishnan in 2005 has tended to focus on the relationships between transformational leadership, leaders expectations from the followers which they term as 'Pygmalion' effect by means of sample method in which 101 managers from two organizations in India are evaluated. This study seeks to draw a connection between the way in which the subordinates are being treated by the managers and the performance along with carrier progress of the subordinates. The findings of this study indicate that transformational leaders exhibit higher levels of expectations from followers. It follows that transformational leaders aim at bringing out the higher and better potential of followers. It further implies that when a leader attempts to bring out more from followers than what they will anyway perform without anyone's help, they would need to be made to believe that they have the ability and potential to outperform their present standards. The authors lay special stress on the above discovery in which they demonstrate that it is only then that the followers would try hard enough to prove to the leader that the confidence that he or she has in the abilities of the subordinates are indeed true. It follows that by adopting the mechanism of Pygmalion, the transformational leader creates a kind of an obligation in the follower to prove the leaders' beliefs right.

The purpose of the research done by A.E.Colbert, A.L. Kristof-Brown, B.H.Bradley and M.R.Barrick (2008) has been to better understand the relationship between Transformational Leadership and shared perceptions about organizational goals and its association with critical outcomes including individual attitudes and performance in which they examine CEO transformational leadership, the attitudes and performance of individual members of

vice presidents, and organizational performance in the upper echelons of a multi organizational sample. Using data from 94 top management teams, they found that dyadic goal importance congruence between CEOs and Vice presidents (VPs) partially mediated the relationship of CEO Transformational Leadership with individual VPs' attitudes, but not their performance. It is revealed by the authors that at the organizational level CEO Transformational Leadership was positively related to within team goal importance congruence, which in turn was positively related to organizational performance. Thus the contribution of this study can be observed in the light of key ways first of which is to examine dyadic goal importance congruence between CEOs and VPs as an intervening mechanism by which CEO Transformational Leadership is related to VP attitudes and performance. This works brings to our notice that although research has begun to examine a Transformational Leadership organizational performance link little is known about the intervening mechanisms that help expound this relationship. They emphasizes that in order to fill the above gap the research must broaden its scope to note the dyadic leader- follower relationship to examine how transformational CEOs relate to their top management teams as collectives. They have paid much attention in their study to examine within-team goal importance congruence as a possible link between CEO Transformational Leadership and firm performance.

The authors O.B.Sayeed and M.Shanker(2009) argue that emotional intelligence has become an increasingly popular construct in various business atmospheres besides being used as a measure for identifying potentially effective leaders. By Emotional intelligence (EI) what they mean is the ability to manage one's emotions, an ability to consider others' emotions along with the ability to understand and manage emotions. With respect to Emotional intelligence in the organizational context they note that the importance of EI is increasingly acknowledged in a variety of organizations. Transformational Leadership dimensions and EI and Transformational Leadership have been taken in to consideration. Emotional intelligence has become increasingly popular as a measure for identifying potentially effective leaders. Their work reveals that as a tool for developing effective leadership skills in diverse businesses. They question whether there will presumably be meaningful connection between how emotionally intelligent leaders manage their emotional lives and the working relationship with their subordinates. They found that the inner personal qualities of managers such as managing one's emotionality and impulsiveness, self-acceptance, problem solving focus, self-awareness, self-confidence, personal fulfillment, empathy etc. are significant unpredictable qualities for coping with strains

and stresses of workplace besides producing results

through people. They raise a question as to whether the leadership potential of a manager is largely determined by one's emotional capability as a person within a position power context. Their research implies that poor emotional capability forces managers to resort to position power tactics ignoring the negative consequences of such behavior whereas higher emotional capability becomes an enabler for managing transformation and change processes through goal directed subordinate behavior.

The research of M. Miller (2009) used the Transformational Leadership questionnaire (TLQ) to quantitatively explore employee/colleague perceptions of leader's behaviors. Through this work the authors address a number of different points of which defining empowerment within transforming leadership in which Empowerment is assessed within psychometric instruments by asking specific questions related to self-perceptions of the employee/ Colleague is crucial. Their research indicates that to precisely assess the employee/colleague perception of empowerment of employee/colleague perception of enablement, the psychometric instrument must include assessment in five elements namely motivation, achievement, job satisfaction, satisfaction with leader's style and job stress. With regard to Implications of correlations they examined how the leader's genuine concern for others relates to leading the organization. The research results indicated that there was a significant and positive relationship between the 'genuine concern for others' (GCFO) and leading the organization. (LTO) which means that when the employee gives the leader high marks for 'genuine concern for others' in turn the rating for 'leading the organization' is also high. On the contrary, when the rating for genuine concern for others is low it follows that the rating for leading the organization is also low. The discussion will seek to context the correlation of the genuine concern for others (GCFO) and leading the organization (LTO) with in both the past Ohio studies research and the present research involved in perception of leading an organization.

M. Shanker and O.B. Sayeed (2012) seek to examine the transformational role of leaders that effects organizational climate with a view to draw on the deeper influences it conveys on the culture of the organization. This study, in which one hundred and thirty nine participants took part which involved answering Transformational Leadership style and organizational climate questionnaires it is found that organizational climate is very much influenced by the role and extra role social interaction that takes place in consequence of individuals' interactions within organizational boundaries. The authors mention referring to previous literature that Transformational Leadership plays a very important role

in any organizational change process in any type of organizational climate due to their deeper understanding of level aging through cultural context. Accordingly, as far as the Transformational Leadership and organizational climate is concerned, the Objectives of the study are manifold which includes defining organizational climate dimensions through factor analytic approach and establishing relationship between various dimensions of Transformational Leadership styles and the organizational climate perceived by subordination in diverse types of organizational settings. They further found out how organizational climate that has been transformed exerts influences backwardly in the development of Transformational Leadership for future research.

The literature review will focus the literature which is related to the performance development through adoption of Transformational Leadership into the profession of Quantity Surveying in Sri Lanka. It will also discuss the significance of examining the objectives of this research. Rather than analyzing and controlling particular transactions with subordinates using rules, directions and incentives Transformational Leadership leans on intangible objectives such as vision, shared values, and ideas for developing relationships, giving a wide since to the individual activities and affording common ground to the followers in change environments (Tabassi and Ramli, 2013) . Therefore, the concept of Transformational Leadership related to the profession of quantity surveying will mainly aimed in achieving the objectives of this research.

The past few years have seen a renewed interest in Transformational Leadership and consequently a vast amount of researches have been done on the subject compensating for the initial scarcity of work. In contrary to the area covered by them, the current thesis undertakes to identify the instances where the Quantity surveyors role is significant as a leader and how far it could be adopted to the present construction field, as well as to make up for the increasing need of development of project performance.

Alpana Priyabhashini and Venkat R. Krishnan has tended to focus on the relationships between transformational leadership, leaders expectations from the followers which they term as 'Pygmalion' effect by means of sample method in which 101 managers from two organizations in India are evaluated. This study seeks to draw a connection between the way in which the subordinates are being treated by the managers and the performance along with carrier progress of the subordinates.

By means of the field experiment by Dvir, T, 2002, the author investigates into the impact of Transformational Leadership on the follower both in terms of follower development and performance. In this study, the author draws a distinction between the transformational leaders and transactional leaders while the latter is identified to be contrasting with the former to which the author provides reasons. Throughout this work, the author occasionally make references to the above mentioned transformational leadership, transactional leadership and performance by utilizing other researches done on the subject. Loosemore et.,at 2003;Wild, 2002). The Sri Lankan

Pawar, B. and Eastman, K. (1997); this study mainly focuses on the contextual influences on Transformational Leadership which is an area a less attention has been paid to as the author notes. Throughout the study the author refers to certain assumptions that have been put forward which denies the influence of the context on the Transformational Leadership to be implausible. Throughout the research, this scholar outlines what falls under contextual factors.

While several researches have been conducted to identify the quantity surveyor's performances, the research conducted by Senaratne and Sebesan, 2010; explored the issued relating to quantity surveyors in Sri Lanka when managing their knowledge in learning and improving as professionals. The findings further reveal that even though the Sri Lankan quantity surveyors are performing well in their duties with their current level of knowledge, due to very tight work schedules and comparatively low recognition to other construction professionals, there are fewer opportunities for them to acquire new knowledge and develop tacit knowledge bases. This research is more important as it focuses on project performance development in the quantity surveying profession and considers the likely future of the transforming quantity surveying profession.

There is a new optimism about the future of quantity surveying as a profession and quantity surveyors are now seen as important players in the construction industry (Smith, 2004). Clients are also becoming more knowledgeable and hence more demanding and selective in what they want from consultants and to whom they award the work (Preece et al.,2003). Under such changes in the construction industry and in modern attitudes of people who change in construction activities, it is important to analyze the impacts of profession of quantity surveying becoming more competitive in Sri Lankan context as a transforming role.

Construction industry stands for one of the most active, complex and dynamic environments (Bresnen, 1990;

construction sector is affected by the economic, cultural, financial, political and other kinds of changes over the time. The exact role of a QS cannot be defined in a confined way because, of day to day changing requirements in the construction industry (Reddy, 2013). According to the Harun and Torrance (2006), quantity surveyors should not contain themselves within the traditional boundaries of cost management; they need to develop new niches, cultivate new knowledge and break into new areas in order to enhance their competitiveness. With supporting to the findings of Harun and Torrance, Brummer (2004) suggests that quantity surveyors should play a more effective and changing procurement systems and necessitating refinement in the services. By considering those facts, the present research examines the performance development through adoption of Transformational Leadership into the profession of Quantity Surveying in Sri Lanka.

The literature provides findings on the ways in which one can adopt Transformational Leadership styles in the present context in the profession of Quantity Surveying.

M. Hardie, G. Miller, K. Manley and S. McFallan, revealed that the quantity surveyors widely believed innovation to have a positive effect on productivity. He also highlights that the QS preferred informal measures of the value of such innovations. It is also found that to encourage improved innovation performance, quantity surveyors favored increased training, more open attitudes and the removal of lowest cost tendering for quick profit. This work reveals that they specifically did not seek increased recognition or incentives as a way of improving performance. The researcher notes that the process innovations of the kind that quantity surveyors are likely to introduce may go unnoticed by other participants not directly affected. According to this work, Quantity surveyors generally saw the professions as the main drivers of innovation. Architects and building designers were the most frequently nominated group apart from the quantity surveyor's own sub-sector. 'These were followed by engineers and project managers'.

The previous work has focused mainly on the application of Transformational Leadership theories as far as the management level and project performance development are concerned. However, not a single research has attempted to apply into the profession of Quantity Surveying. Therefore, the significance of the present research in progress lies in the fact that it attempts to apply the theories of Transformational Leadership into the profession of Quantity Surveying.



### VIII. CONCLUSION

This study was carried out to observe the adoption of Transformational Leadership in the role of Quantity Surveyors. The core of this research was to trace the relationship extant between Quantity Surveyors in their role as leaders and the success in project performance. In the process of reviewing the literature, the said objectives were achieved and it was found that though the concept of transformational leadership has increasingly become an object of study, the literature survey revealed that the approach undertaken in the current research is noteworthy for placing a special emphasis on QS and transformational leadership along with its pioneering concentration on Sri Lankan construction field whereby the gap between the previous studies and the present research is brought in to light. Therefore this research stresses the need for a separate study to focus on the transformational leadership, QS and project performance as a whole in contrary to the large body of literature which study these concepts in isolation.

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