Impact of Transformational Leadership on Job Performance and Work Engagement in Organization

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Abstract:

This study proposed that transformational leaders use various behaviors to impress followers' organizationally beneficial behaviors (e.g., better task performance and helping behaviors) through ignition of followers' work engagement. That is, employees who inspired by transformational leadership are more likely to immerse themselves within the work, and, in turn, this is often likely to end in better task performance and helping behaviors. This study investigates the impact of transformational leadership on employee retention in small- and medium-sized enterprises (SMEs) and probes the mediating role of organizational citizenship behavior (OCB) and the moderating role of communication. The hierarchical linear regression analysis showed that, after controlling for several relevant variables (e.g., leader–member exchange [LMX], role-based self-efficacy, and transactional leadership) and several participants' demographic variables (e.g., gender, age, and education), work engagement still mediates the positive relationship among transformational leadership, job performance, and helping behavior. Strengths, limitations, practical implications, and directions for future research are discussed.

Keywords: Leadership, Transformational Leadership, Job Performance, Work Engagement, leader-member exchange

Introduction:

Leadership: Leadership in business is that the capacity of a company's management to line and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and encourage others to perform at the highest level they can. Leadership is that the potential to influence behaviour of others.

Transformational Leadership: Transformational leadership may be a theory of leadership where a pacesetter works with teams to spot needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a gaggle. Transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company. This is accomplished by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace. Transformational leaders inspire and motivate their workforce without micromanaging — they trust trained employees to require authority over decisions in their assigned jobs. It's a management style that's designed to offer employees more room to be creative, look to the longer term and find new solutions to old problems.

Job Performance: Job performance relates to how individuals perform in their job duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by workplace environment factors including physically demanding tasks, employee morale, stress levels, and working extended hours.

Work Engagement: Work engagement is the "harnessing of organization member's selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances".

Literature Review:

In the workplace, leaders influence members' behavior, because they are viewed as a representative example of the organization and possess the authority to evaluate members' performance or make decisions pertaining to their promotion. Therefore, leaders' behavior may shape members' behavior. As a prevalent leadership style, all levels of leaders in the organization can exhibit transformational leadership (Fuller et al., 1996; Judge & Piccolo, 2004). Through four behaviors (i.e., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), transformational leaders can change members' behaviors, encouraging them to exceed expectations (Bass, 1985). The effectiveness of transformational leadership has been examined in much theoretical and empirical research, which suggests that it enhances and affects members' task performance and helping behavior (e.g., Chun et al., 2016; Dust et al., 2014; G. Wang et al., 2011; W. Zhu et al., 2013). Moreover, the advantages of transformational leadership for members' performance are conveyed through numerous underlying mechanisms including self-efficacy (e.g., Hannah et al., 2016) or leader–member exchange (LMX) (Chun et al., 2016; Nohe & Hertel, 2017).

Robbins and Judge (2008) argue that transformational leadership may be a quite leadership, during which a pacesetter has a unprecedented ability to influence. Rafferty and Griffin (2004) state that transformational leaders can unite all of their subordinates and can change subordinates' personal beliefs, attitudes, and goals. The leadership model is applied in order to achieve the goals set. According to Bass (1990), in McCleskey & Jim Allen (2014), the transformational leader is related to the context of the influence of superiors on subordinates. Subordinates will have trust, admiration, pride, loyalty, and respect for superiors, and therefore, they are motivated to do something more than expected, when they are head by a transformational leader.

Related to work involvement, Brown (1996) indicated that a state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job. Brown (1996) concluded that job involvement is an antecedent of organizational commitment instead of a consequence. He based his conclusion on the fact that the relationship between involvement and various work outcomes is typically weak, yet the relationship between involvement and commitment is quite strong. Brown further concluded that organizational withdrawal decisions are less related to job involvement than to organizational commitment. Meanwhile, Schaufeli et al. (2002) state that work involvement is a job relationship to meet the needs of life in doing a work. Furthermore, Kahn (1990) state that work involvement is related to the action of organizational members in doing their work for the organization. Similar to the statement, Bakker and Leiter (2010) argue that work engagement illustrates the ability of employees in using their capacity to solve problems, connect with people, and develop innovative services.

Kreitner and Kinicki (2006) in Malik et al. (2010) state that job satisfaction, as an emotional, response to various aspects of work. Robbins and Judge (2008) state that employee's job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics. Mathis and Jackson (2000) in Muhammad (2014) argue that employee job satisfaction as positive/ negative emotions arises from the evaluation of 1 work experience. Based on the description above, it is concluded that job satisfaction is an emotional state of work that is felt by employees to get a sense of satisfaction or dissatisfaction. The feeling is based on the psychological state of affective, cognitive, and behavioural.

Transformational Leadership and Work Engagement:

Leaders have critical roles in influencing the followers' perceptions of self-esteem and self-determination (Deci et al., 1989). In general, followers feel sense of authority and determination over **the method** and outcomes of performing tasks **once they** are **given** support and guidance, and this enhances the perception of autonomy (Spreitzer, 1996). Followers adopt the job instructions and rules (Gagne & Deci, 2005) and think that they can decide on their own and their activities will gain full support (Alge, Ballinger, Tangirala, & Oakley, 2006) if they are intrinsically motivated and think that they have the authority and independence of conducting their work. Besides, dedication, involvement, performance and efficiency have been shown to improve when the followers work with transformational leaders (Shamir, House, & Arthur, 1993). Followers tend to feel challenges, involvement and satisfaction at work if they are supported, motivated, inspired and managed effectively, all of which lead to higher levels of engagement in their work. For instance, Tims, Bakker and Xanthopoulou (2011) have found that transformational leadership and work engagement are positively correlated on day-level basis. The authors have also demonstrated that resources such as autonomy and supervisor coaching (Xanthopoulou et al., 2007) cause improved levels of work engagement in the followers. Similarly, Zhu et al. (2009) has discussed **the connection** between transformational leadership and follower engagement in recent times. They have suggested and demonstrated that this type of leadership is associated with work engagement and this relation becomes prominent especially when the employee is productive, effective and inventive (Tims et al., 2011).

Troena et al. (2014) state that transformational leadership is positively and significantly related to work involvement. It is also confirmed by Park et al. (2016) who conducted a study of teachers in Korea. By using elements of transformational leadership proposed by Bass, et al. (1987), namely: 1) ideal influence, 2) inspirational motivation, 3)

intellectual stimulation, and, 4) individual consideration, Korean teachers have shown a transformational leadership style on work engagement. Furthermore, the results showed that the relationship between transformational leadership and teacher involvement are stronger when teachers feel the distance of power, harmony, and informal social ties are well established. Related to the result, Henkel (2017) states that **the connection** between the leadership **sort of** the campus academic director **and school** involvement **is important.** The results of the study showed the positive relationship between the five attributes of transformational leadership styles and academic directors action.

"Engagement **results in** human benefits for the individual who experiences it" as proposed by Jones and Harter (2005, p. 79), **and therefore the** leaders are **the foremost** discussed aspect of leadership because **they will** inspire followers for motivation and engagement **within the** workplace as **they're** in communication with and have effect on followers every working day (Koppula, 2008). Experimental studies have reported job resources to be significantly associated with work engagement (Mauno et al., 2007; Saks, 2006; Halbesleben, 2009), especially when the work demands are high (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). Job resources **ask** "those physical, psychological, social, or organizational aspects of **the work which will** do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development" (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job resources promote learning and individual progress, playing an intrinsic motivational role, and offer instrumental aid and particular data for achieving goals, playing an extrinsic motivational role (Schaufeli & Bakker, 2004). Thus, job resources inspire followers for goal attainment. This, in turn, make followers feel fulfillment about their work, which results in enhanced levels of involvement and engagement (Hackman & Oldham, 1980).

Transformational Leadership and Job Performance:

Transformational leadership tends **to maximise the extent** of professional performance **of labor additionally** to provided literature on association of transformational leadership and work performance; researchers indicate that organizations of diverse structures highly depend upon the performance of its workers. Past studies have empirically established the positive association between work performance and transformational leadership. Transformational leaders inspire their followers to have shared vision of targeted goals and standards of performance defined by the organization and also facilitate them achieve it. Another factor which **is very** influenced by transformational leadership is employee's burnout **which can** be decreased through this particular **sort of** leadership. Prevalence of stress **is very** probable in any organizational sector. Transformational leadership is most influencing factor which enhances the employee's ability to deal with all kind of circumstances as such leader provide supportive circumstances to employees so that they can maintain the optimum level of mental health through inspirational motivation and also enhances their confidence level.

Transformational leadership, intrinsic motivation and work performance

Intrinsic motivation is highly associated with the work performance. Intrinsic motivation could also be defined as "the doing of an activity for its inherent satisfactions instead of for a few separable consequences but it's rare for workers to experience intrinsic motivation in all of their tasks". Intrinsic motivation is generated for self-developing attributes that refers to form a private able to be a part of learning procedure without having interests of extrinsic rewards. Intrinsic motivation is basically the degree of an individual's interest in a task completion and how he engages himself in work. It describes the psychological development process with an employee's performance.

According to recent operational settings, enhancing the employees' motivation has become one among most impactful human resources strategy. Most of the organizations are tending to build up, sustain and grow their HR strategies, just to motivate their employees so that short-term and long-term goals and objectives can be achieved. In recent researches, there are numerous variables which may be influenced by employees' intrinsic motivation like performance, creativity, and relevant outcomes. For example, it has been stated that behavior of an individual influences the work outcomes which are performance and quality as well. It is strongly evidenced that motivation features a most vital role between cognitive abilities and work performance. Gist suggested that short term goals can be achieved through self-interest of an individual. Also, a research indicates that there is a significant and direct relationship of intrinsic motivation and job performance. Furthermore, an employee's intrinsic motivation illustrates an important contribution in organizational progress and growth. The work performance indices are constructed for the degree of performance, not just for the individual level always; it also includes group and organizational performances. In most employment situations, where intrinsic motivation of an employee is supposed to be high, the employee usually tries to acquire continual employment, and he/she develops interpersonal associations with his subordinates, perform better at job as they take pleasure in the process of finishing their tasks effectively. Conversely, if the worker feels de-motivated, it are often resulted in low performance of labour. Thus intrinsic motivation may be concluded with better performance of work while meeting organizational targets and goals.

Therefore, we can hypothesize that: Intrinsic motivation relates positively to employee work performance.

In current research, we posit that intrinsic motivation is one among the most mechanisms by which transformational leaders influence employees' job performance. Transformational leaders may help to make sure individual's inner motivation to perform a task efficiently which successively increases their work performance. These leadership approaches are advantageous for both individual and organizational growth. In fact, it is justified to examine how leaders motivate their employees and this motivation enhances their performance. In line with the previous literature, we expect that transformational leadership enhances individuals' intrinsic motivation which in turn will significantly predict employee job performance. Intrinsic motivation is known as self-directed type of motivation and represents the highest commitment and stability with the self. A variety of researches indicate that higher intrinsic motivation result in better performance as intrinsic motivation inspires and encourages employees to work more efficiently.

Therefore, it can be hypothesized: Intrinsic motivation mediates the relationship between transformational leadership and work performance.

Transformational leadership, intrinsic motivation and employee's working burnout

Intrinsically motivated employees persistently specialise in their tasks and jobs because they find themselves more focused, attentive and exert their best efforts while being a neighbourhood of a corporation and in achieving the goals of their employing organization. Burnout may be a psychological and mental condition which happens in response to high stress level at job; it's a multi-dimensional concept which covers the subsequent three aspects: emotional exhaustion, depersonalization, and decreased personal focus for accomplishment of goals. Burnout affects the interpersonal relationship of employees too.

Prior research indicates that there is contrary effect of intrinsic motivation on employee's working burnout. Intrinsically motivated employees find their jobs more interesting, are more optimistic, put more effort in their work, and have higher perseverance level because they gain contentment and fulfilment from performing a task itself. Vallerand in his study exhibit that "employees with high intrinsic motivation have higher level of vitality, positive effect, self-esteem, absorption, concentration, effort, and persistence" and when such employees went through the felling of burnout, they need more personal resources to surmount this example. Such employees feel less exhausted, less stressed and more focused toward contributing in organization's progress. Intrinsically motivated employees feel less pressure and low stress level rather than the employees who are low in motivation. Intrinsic motivation of employees' can be negatively associated with their burnout. Therefore; the employees who are high in intrinsic motivation can decrease their burnout at workplace.

Thus, it can be hypothesized that: Intrinsic motivation is negatively associated to employee's working burnout.

In current research, we propose that intrinsic motivation plays a mediating role between transformational leadership and burnout. Burnout is that the major concern for organizations because it influences the relevant outcomes. It results in low productivity and commitment. Hence, it causes the high turnover and absenteeism in employees. Studies indicate that leaders highly contribute to employees' health and welfare as well. But the relationship between leadership behaviors and employee burnout is less studied yet. As mentioned earlier, there exists a positive relationship between transformational leadership and intrinsic motivation which successively make them more competent, teach them the way to handle and manage stressful conditions and reduce their burnout.

Therefore, we hypothesize that: Intrinsic motivation mediates the relationship of transformational leadership and employee's working burnout.

Transformational leadership, intrinsic motivation and social loafing

Social loafing is defined because the tendency of people who exert less effort and their productivity decreases when working in groups than working individually. It is a negative employee behavior and is particularly shown by individuals with lower motivation. These kinds of behaviors can be resulted in low productivity and poor commitment toward a task and organization as well.

Social loafing is common practice and may be observed in every organizational setting, across age and gender and in several professions and various cultures. This is more alarming that it is often seen at every single workplace and thought of as misconduct. The variety of things is studied in influence of social loafing, but there's still an insufficiency of individual inherent factors like intrinsic motivation which is a component of this research framework.

"Intrinsic motivation which describes an inherent tendency that individuals engage in activities thanks to their inner interests, pleasure and satisfaction" is negatively linked to Social loafing. George established in his study on 221 salespeople that intrinsic task involvement is negatively linked to social loafing. He further exerted that intrinsically

motivated individuals may have self-realization that their efforts are vital for the success of their team/group and for organization also and thus they are less likely to be engaged in social loafing. He/she would try his/her own best to exert extra effort to accomplish the goals and tasks assigned by the leader.

Therefore, we can hypothesize that: Intrinsic motivation is negatively linked to social loafing.

Intrinsic motivation may be described as the inherent process that initiates attributes, behaviors and what defines people to moves or act. Self-determination theory indicates that there are different levels of motivation. Intrinsic motivation is at the most independent end of the scale because an individual opts to get engaged in any conduct according to his own choice. A leader motivates his employees by incorporated strategies which results in better achievement of goals and objectives of a firm or organization. Gilbert et al. Social loafing is defined as a reduced amount of effort and motivation while being a part of group or working in a team as compared to working individually. Social loafing is well-known phenomena and can be found in all of the organizations, across gender, and age and in various occupations and different cultures.

Social loafing is considered as a big hindrance in organizational growth as well. It causes low potential, low productivity, and low motivation of other team members too. It decreases the overall efficiency, productivity and performance of the team. Social loafing is widely spread term which is also known as social disease.

In line with this connection, social loafing is a big moral and social issue since it is an option that "involves modifying the life plan of another individual or group of individuals". On contrast, if a transformational leader motivates his employees and encourages their performance on individual basis, then through individualized considerations and inspirational motivation, social loafing is often decreased.

Theoretical contributions

Although, previous researches have vastly recognized the direct impact of transformational leadership on positive employee work outcomes, yet not all employees do not respond to transformational leadership optimistically. This study overall, made an important contribution to the available literature mainly by including variables that are very essential for all work environments that are aiming toward high employee motivation and performance. The current study may be a unique plan to check out the connection between of transformational leadership, employees' work performance, working burnout, and social loafing and intrinsic motivation in Asian context. This study contributes to the prevailing literature on transformational leadership since it's among the primary to research the indirect impact of transformational leadership on employees' work performance, working burnout, and social loafing through intrinsic motivation. Providing empirical evidence for association between transformational leadership (independent variable), work performance, working burnout and social loafing (dependent variables) through the mediating effect of intrinsic motivation. Our empirical results provide support for our hypothesized model except for the indirect effect of transformational leadership on social loafing through intrinsic motivation. Transformational leadership consists of four elements which are idealized influence, inspirational motivation, intellectual stimulation and Individualized consideration. All of those elements showed excellent reliability and consistency with one another. These elements actively participate to affect the outcome of intrinsic motivation.

This study shows that transformational leadership features a significant and positive relationship with employees' intrinsic motivation. Previous literature supports this finding that transformational leadership promotes motivation in employees and develops positive psychological states like meaningfulness of labor , experienced responsibility for the outcomes and knowledge of work results. It indicates that transformational leadership directly exerts its influence by helping employees or followers to think more positively about themselves and their tasks, by enhancing the quality of their relationships, and by creating environments that are fair, respectful, and supportive and all of these factors contribute positively toward employee's self-motivation toward his/her work (i.e., intrinsic motivation).

The positive elements of transformational leadership bring out positive psychological states by escalating intrinsic motivation among employees. Employees with increased intrinsic motivation are simpler and efficient toward their work performances. They are supposed to be converted into responsive and perform efficiently in their work.

This study results showed significant positive relationship of transformational leadership on working burnout through intrinsic motivation. When a transformational leader indicates support for honest and fair matters related to employees, the worker feels less exhausted and motivated. Intrinsically motivated employees who are driven by enjoyment and interest in their work are more likely to figure hard at their jobs and feel less fatigue, less emotional exhaustion, and increased desire to participate in the organization.

Finally, it was examined that how transformational leadership impact social loafing through Intrinsic motivation. Findings depicts that although Social loafing features a significant and negative relationship with transformational leader, but their indirect relationship through intrinsic motivation isn't significant the rationale behind can be that the direct strong association between transformational leader and social loafing as "transactional leaders effectively inspire followers to spot with a mission while rallying them to figure together to achieve organizational objectives." Further, social loafing in employees is also effected significantly by other factors such as workload, organizational culture, tenure of job. etc.

Conclusion:

Transformational leadership is an approach that has had an immense impact on leadership as a field of inquiry (Antonakis, 2012). The results described above indicate that transformational leadership seems to be related to increased levels of performance and helping behaviors within the Brazilian work context. Our research also observes that subordinates of individuals that are perceived as transformational leaders report stronger identification with their superiors and higher levels of self-efficacy regarding their work. In addition, we proposed and located preliminary evidence that these two mechanisms, identification and efficacy beliefs, are often routes through which transformational leaders are likely to market follower contextual and task performance.

From a theoretical perspective, the contributions of this study are twofold. On the one hand, it expands the generalizability of transformational leadership theory beyond the bounds of US-EU contexts and into the Brazilian workplace, thereby answering the decision for research on leadership in more diverse cultural settings (Den Hartog & Dickson, 2012; Gardner et al., 2010). On the opposite hand, it contributes to knowledge regarding how transformational leaders encourage follower performance by looking at psychosocial processes that have implications for work behaviors, an initiative that has long been asked for in the literature (Antonakis, 2012; Kark et al., 2003; Lowe & Gardner, 2000).

Although previous studies have examined the roles of identification with the leader and self-efficacy as mediating processes within the relationship of transformational leadership with work outcomes, most research has looked into these processes separately. We argued that these two psychosocial routes engage different mental processes, more cognitive or emotional in nature, and thus are susceptible to promote particular performance outcomes that more strongly require each of these processes. This is the primary study we are conscious of that simultaneously considers these two processes including two different performance outcomes, formal and contextual performance. In addition, granted that Walumbwa, Avolio and Zhu (2008) examined somewhat similar processes, in their research the main target of identification wasn't the leader, but the team, and only subjective measures of formal performance were considered. It is worth mentioning that the magnitude of the correlation between transformational leadership and self-efficacy observed in our study was almost an equivalent because the one Walumbwa, Lawler, Avolio, Wang and Shi (2005) observed for US employees, both substantially larger than values they verified in their study for workers from India and China. This suggests that Brazilian employees almost like those in our sample tend to react to transformational leaders in ways more like individuals from developed countries instead of those in traditional or transitional societies. From a practical perspective, this study suggests that developing transformational capabilities seems to be worth the effort for those who wish to take part in leadership roles, as well as those who want to sponsor leadership development programs. Given that even charisma, once understood as a stable trait, seems to be possible to develop (c.f. Antonakis, Fenley, & Liechti, 2011) and that transformational leadership training has been shown to be valuable to individuals in distinct organizational levels (Antonakis, 2012; Lowe et al., 1996), our findings should encourage the expansion of teaching and training agendas that include transformational development strategies in Brazil. In addition, the connections here observed also offer initial support for the inclusion of transformational leader assessments in recruitment, selection and promotion processes as criteria which will help identify potential for leadership.

Self-efficacy partially mediated the effect of transformational leaders on task performance - therefore, it seems that one of several ways transformational behaviors boost subordinate performance is by increasing confidence on their ability to do their jobs. Thus, specialise in transformational development that emphasizes empowering initiatives should be recommended. On the other hand, the complete mediation observed for identification with the leader suggests that transformational leaders will only promote helping behaviors as far as their followers become closely identified with them. Since identification may be a process associated with shared values and beliefs, efforts should be made to also leverage the worth compatibility between leaders and followers in work assignments, particularly in context where collaboration is an important target.

It is important to notice that this study features few limitations, to which we now turn our attention. First, albeit we checked the reliability of the instruments we used, applied objective measures of task performance to regulate for judgment biases, and picked up data from multiple sources to minimize common method effects (managers evaluating helping behaviors of subordinates and the latter providing leadership assessments), because there was no experimental manipulation and only cross-sectional data was collected, causality cannot be taken for granted. It is worth mentioning, however, that within the international literature most of the evidence so far gathered endorsing transformational leadership theory comes from cross-sectional studies (Gardner et al., 2010), with designs like the one utilized in this study. Yet, the decision for longitudinal research remains unanswered and will be addressed by researchers in their future endeavors (c.f. Antonakis, 2012).

In our investigation, leaders are actual managers and their subordinates are employees in an actual work setting. This is a crucial strength of the study, which, during this way, was ready to investigate the phenomena of interest during a real workplace context. Nevertheless, our conclusions were derived supported just one sample of employees from one organization within the financial sector, thereby restricting the generalization of our findings. Because reciprocal ratings supported leader-subordinate dyads were utilized in our study, there's an opportunity that some relational factor (e.g. similarity, likability) might be also driving the associations between leadership predictors and subjective performance criteria (OCB). Nevertheless, one of the unique features of transformational leaders is that they are held in high regard by their followers - the idea that such leaders will be more likable due to shared ideals and their potential for satisfying followers' needs is in fact implicit to transformational leadership theory (see Dvir, Eden, Avolio, & Shamir, 2002). Clearly, only supplemental longitudinal research will allow more definitive conclusions during this regard. Moreover, future cross-sectional studies could alternatively apply co-worker ratings of OCB, since peers may need closer and more frequent contact with an employee compared to supervisors, and also provide an independent representation of their OCBs.

Although the choice to limit our study to managers from one organization and from a specific region in Brazil was helpful to rule out the consequences of intervening organizational and cultural factors (c.f. Hofstede, Hilal, Malvezzi, Tanure, & Vinken, 2010), there remains the need to replicate our findings at different organizational levels, industries, regions, and occupational groups in Brazil. Future research should also investigate alternative mechanisms which will explain how transformational leadership yields higher levels of employee performance, like the clarification of roles and tasks administered and the promotion of goal commitment. The implications of transformational leadership for attitudes and additional behaviors in the organizational environment, such as job satisfaction and employee turnover, are another topic that deserves further examination. Future studies should also investigate the implications of specific cultural values, such as personalism, power distance, uncertainty avoidance and short-term perspectives for transformational leadership in Brazil, also endeavouring in sound cross-cultural comparisons.

Even though research on transformational leadership seems to possess achieved maturity within the international literature, it's still important to check additional aspects of the idea within the Brazilian context. In particular, the identification of individual characteristics of leaders and situational conditions that prolong inspiration, idealism, consideration and intellectual stimulus seems important to enhance our understanding of the psychological, interpersonal and social roots of transformational behaviors. Such knowledge is important to raised prepare those that will meet the challenges of up to date organizational leadership within the Brazilian public and personal spheres.

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