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The Impact of
Transformational Leadership on the Relationship Between Organizational Learning Culture and Employee Outcomes

Improving Organizational Effectiveness Through Transformational Leadership

As the capacity of public leaders to bring about change is increasingly questioned, public agencies have come under pressure to transform and innovate. More research is needed to identify how leaders who promote innovation, creativity, and adaptability affect the performance of public organizations. Constant improvement of organizations and individuals encourages leaders to innovate, evaluate risks as opportunities, and tackle the status quo. This raises the significance of how transformational leadership contributes to organizational performance and reacts to public agencies' environment, and how it might reorganize them. The present study examines the relationship between transformational leadership behaviors and perceived leadership effectiveness in public organizations, particularly Federal Emergency Management Agency (FEMA). The study specifically focuses on FEMA as an independent agency and as an agency under the Department of Homeland Security. It also measures transformational leadership behaviors and explores how they relate to public employees' perceptions of leadership effectiveness as reported by the 2002, 2006, and 2008 Federal Human Capital Surveys (FHCS). Confirmatory factor analysis was conducted to validate the construct validity for the perceived leadership effectiveness measurement model. Structural equation modeling was conducted to examine the study hypotheses. This study has found that transformational leadership behaviors--idealized influence, intellectual stimulation, and inspirational motivation--all have a significant relationship with perceived leadership effectiveness. Each dimension of transformational leadership has a positive effect on employees' perceptions of leadership effectiveness, with intellectual stimulation having the highest effect. The standardized regression weights of exogenous variables are: .24 for idealized influence, .48 for intellectual stimulation, and .29 for inspirational motivation. Overall, these predictor variables accounted for 86% of the variance in perceived leadership effectiveness. Findings of the study reveals several organizational, managerial, and policy implications relating to increasing the effects of transformational leadership behaviors on employees' perceived leadership effectiveness and organizational performance. The study points out the significance of communication and information sharing, and providing sufficient opportunities to do a better job in public organizations. The findings also confirm that the leaders are required to obtain inspirational motivation behaviors and use them to give a feeling of personal empowerment to the employees.

Transformational Leadership in Tanzanian Education

The impact of leadership styles on organizational effectiveness

The results of the study suggest a positive and significant relationship between organizational climate, transformational leadership, and individual innovativeness at work. Employee openness and
extraversion showed a positive and significant relationship also to employee innovativeness while the intuition personality type did not show a positive relationship. The extraversion personality trait also moderated the relationship between organizational climate, transformational leadership, and individual innovativeness at work. The results of the study confirm the role of the organization, leader, and employee in creating and implementing creative products and services in the work place.

The Effects of Transformational Leadership, Trust, and Tolerance of Ambiguity on Organization Culture in Higher Education

The effects of transformational leadership on organizational conditions and student engagement with school

How can managers bring about optimum performance from the individuals in their organizations? What leadership techniques produce the most effective organizations? This book examines the theory and practice of the dynamic and innovative style of transformational leadership. The transformational leader encourages followers by acting as a role model, motivating through inspiration, stimulating intellectually, and giving individualized consideration to their needs and goals. Chapters explore how transformational leadership affects important issues in today's organizations such as delegation, teamwork, decision making, total quality management and corporate reorganization.

The Effects of Transformational Leadership on Employees' Perceived Leadership Effectiveness in Public Organizations

The culmination of a long-standing research effort by the author, this book provides the reader with a portion of the research and development that has been completed about transformational leadership. In less than 20 years, the subject has caught the attention of scholars, students, and practicing leaders. Although the book draws heavily from military research, findings in business organizations, educational institutions, government agencies, and hospitals are not ignored because the principles of transformational leadership have considerable generality. Situational differences are discussed and a general model of transformational and transactional leadership describing the consequences is presented. In a nutshell, the author shows that transformational leadership is more effective and satisfying than constructive transactions, and constructive transactions are more effective and satisfying than corrective ones. Passive leadership is least effective and satisfying. Leaders use all these approaches but some do more than others in how they lead. Better leaders are transformational more frequently; less adequate leaders concentrate on correction and passivity. Transformational Leadership, Second Edition is intended for both the scholars and serious students of leadership. It is a comprehensive review of theorizing and empirical research that can serve as a reference and starting point for additional research on the theory. It can be used as a supplementary textbook in an intense course on leadership--or as a primary text in a course or seminar focusing on transformational
leadership. New in the Second Edition: *New, updated examples of leadership have been included to help illustrate the concepts, as well as show the broad range of transformational leadership in a variety of settings. *New chapters have been added focusing specifically on the measurement of transformational leadership and transformational leadership and effectiveness. *The discussion of both predictors and effects of transformational leadership is greatly expanded. *Much more emphasis is given to authentic vs. inauthentic transformational leadership. *Suggestions are made for guiding the future of research and applications of transformational leadership. *A greatly expanded reference list is included.

The Effects of Transformational Leadership and Organizational Culture on Organizational Commitment Among Small and Medium Enterprises (SMEs)

There is accumulating evidence that transformational leadership influences employee motivation and performance both individually and collectively (Dansereau et al 1995, Avolio and Bass 1995, Y ammarino et al 1998). Previous studies have mainly treated transformational leadership as an overarching construct focusing on the individual and group levels of analysis separately. Understanding the underlying process of different behavioural components of transformational leadership at both the individual and group levels is theoretically and practically important (Y ukl 1998, K ark and Shamir 2002, van K nippenberg et al 2004). Theoretically, examining behavioural components provides clarity as to how transformational leadership affects individuals and groups (W u et al 2010). Practically, it provides important managerial implications for adapting appropriate sets of transformational leadership behaviours to manage teams and individuals effectively (Chen et al 2007). Recognizing the important implications of this line of research and extending the results of current research, this study focuses on the effects of the behavioural components of transformational leadership and examines the influence process of each transformational leadership behavioural component at its designated level. The aim of this thesis is to examine the underlying mechanism that enables transformational leadership to affect individual and collective levels of behaviours. The behavioural dimensions of individual-focused and group-focused transformational leadership are first defined and described. Drawing on social cognitive theory, self-concept theory and a target similarity framework, this study then proposes a model of the underlying process via which behavioural components of transformational leadership influence individual and group outcomes. Self and collective efficacies, which reflect the characteristics of personal and collective efficacy beliefs, are proposed as mechanisms that underpin the dual-level effects of transformational leadership on the outcomes. Specifically, I theorize that individual-focused and group-focused transformational leadership behaviours are positively related to personal efficacy and collective efficacy respectively. I further hypothesize that individual-focused transformational leadership behaviours positively influence individual level work outcomes through the mediating effect of personal efficacy. At the group level, I hypothesize that group-focused transformational leadership behaviours positively influence group level work outcomes through the mediating effect of collective self-efficacy. A pilot study is conducted to confirm that individual- and group-focused transformational leadership behaviours are distinct. The transformational leadership scale from the Multifactor Leadership Questionnaire (MLQ) form 5x is adopted with wording revised to represent
group-focused and individual-focused referents. The items are validated via a sample of 77 postgraduate students enrolled in Business Management programs in China and Australia. The model is then tested with data from a sample of 297 subordinates and 100 supervisors, which represent 100 work teams, in a major hotel in Southern China. Results provide support for the model, showing that self-efficacy mediates the effect of individual-focused transformational leadership behaviours on individual performance and career expectation at the individual level. Collective self-efficacy also mediates the effect of group-focused transformational leadership behaviours on group performance and organizational citizenship behaviours at the group level. Implications for theory and practice are discussed and the limitations of the current study for future research directions are outlined.

The Effects of Transformational Leadership on Organizational Commitment and Job Satisfaction in Taiwan's Information Technology Industry

Master's Thesis from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: A, course: Management Sciences, language: English, abstract: The purpose of the dissertation is to analyze the relationship between leadership styles and organizational effectiveness of IT firms in Karachi. After the survey sent in the IT firm in Karachi it has been come into notice that leadership style affects the effectiveness of IT organization. Four different types of leaders are found which are listed as dictator, democratic, visionary and free rein leader. All these styles have an impact on organizational effectiveness. Dictator and visionary styles influence positively, whereas others negatively. The visionary or transformational style yield most organizational effectiveness. So this is the best style to be used. The different dimensions used to define organizational effectiveness in IT industry are employee morale, organizations competitive position, customer satisfaction, management satisfaction, ability to introduce organizational change, market share of the firm. It is better to use transformational leadership style in most cases but sometimes autocratic style can also be used. A utocratic leadership style should be used when the employee is young/fresh in the industry. They actually need direct guidance and concrete explanation about task.

Effects of Transformational Leadership on Followers' Feedback Seeking, Feedback Preference, and Reactions to Feedback Through Cognitive and Motivational Processes

The Lasting Impact of Transformational Leadership on Organizational Culture and Employee Morale: a Case Study Analysis of Eriez Magnetics

In recent years, the government of the United Arab Emirates (UAE) has sought to improve the performance of the public sector by implementing certain changes in its principles and processes. These changes require leadership to focus on organizational innovation, which, in turn, motivates those with leadership ability to emerge as the role models for change. The purpose of this study was to
examine the impact of transformational leadership on organizational innovation effected by culture, followers' creativity, and organizational learning. The majority of researchers in this area have either paid little attention to the private sector or used only the Western countries as case studies. A questionnaire survey was conducted, and the data were collected from the public, semi government, and private sectors. The participants were 497. The present study used a correlational research method with multilevel structural equation modeling. The results indicate that transformational leadership has a significant influence on organizational innovation and that culture, creativity, and organizational learning are significant factors of organizational innovation. In addition, it can be inferred from the results that developing transformational leadership may be instrumental in motivating employees and ensuring individual and organizational innovation. To the best of my knowledge, this research is one of the first to investigate transformational leadership and its effects on organizational innovation in the UAE. By exploring the effects of transformational leadership, the study expands the general understanding of the concept as well as its association with several other variables related to organizational output and performance.

**Study of the Relationship Between Transformational Leadership, Organizational Culture, Followers' Creativity, Organizational Learning, and Organizational Innovation**

Transformational leaders are capable of elevating individual and unit performance by articulating a compelling vision, explaining how the vision can be attained, and expressing confidence in team members and followers. Despite the abundance of research on the effects of transformational leadership behavior on organizational outcomes, research regarding the antecedents of such behavior is limited. Drawing on goal orientation theory, this research examined the leader's goal orientation, specifically state learning-approach and state performance-avoid goal orientation, as precursors of transformational leadership behaviors, leader effectiveness, and team performance. The relationship between leader state goal orientation and outcomes (i.e., team performance and leader effectiveness) was hypothesized to be mediated by transformational leadership behaviors, active management, and laissez-faire leadership. Using an experimental design, undergraduate team leaders were induced with a learning-approach or performance-avoid state goal orientation and several individual difference measures were administered to 49 dyads/teams. The teams participated in a task designed for leaders to exhibit their leadership skills. Results revealed that the leader's goal orientation significantly influenced perceptions of transformational leadership, and transformational leadership positively impacted ratings of leader effectiveness on the task. Laissez-faire leadership and active management did not significantly influence ratings of leader effectiveness. Additionally, the leader's goal orientation failed to directly impact leader effectiveness, team performance and other leadership behaviors (i.e., perceptions of laissez-faire leadership and 2 active management). The results provide support for the notion that the leader's goal orientation can be a precursor of transformational leadership behaviors, as well as further support for the positive effects of transformational leadership behavior on leader effectiveness. Implications for leadership science and practice are discussed.

**The Effects of Transformational Leadership and Environmental Stability on**
**Organizational Outcomes**

Providing a positive school culture for stakeholders can be one of the most important jobs for a school administrator. However, the many demands on school principals to improve student achievement by regularly focusing on school culture can be challenging. School administrators often do not get dedicated time for collaboration and self-reflection to improve their leadership skills. Because of the demands of federal, state, and local mandates or changes in district office leadership, there is considerable potential for conflicts and cynicism among teachers that can develop. The purpose of this mixed method study is to examine the effects of transformational leadership on organizational cynicism in a school setting. This study followed four site principals who participated in an eight-month long CEO (Chief Energy Officers) Leadership team and explored the outcomes of their participation. The program consisted of monthly meetings in which administrators were afforded a dedicated setting for renewal and collaboration with positive ways to improve school culture. Surveys of 58 teachers and 4 principals were used to measure organizational cynicism and transformational leadership and interviews with school principals were conducted to gain a deeper understanding of the experience for the administrators. This study demonstrates how transformational leadership can be used to contribute to a positive school environment. Key words: Transformational leadership, organizational cynicism, positive organizational behavior, school culture.

**Transformational Leadership**

This study was aimed to investigate the effect of transformational leadership on employee motivation in Bureau of agriculture and natural Resource of Benishangul Gumuz Region. In order to meet the objective of the study, data collected through questionnaires were analyzed using both descriptive statistics such as, mean, standard deviation, percentage, tables and inferential analysis, to infer the effects of the transformational leadership style on employees' motivation. The study employed quantitative research approach and the data collected was analyzed by using the Statistical Package for Social Science (SPSS 22). The finding of the study indicated that: significant strong positive relationship is found between the dimensions of Transformational Leadership styles, Idealized influence Behavioral, Idealized influence Attributed, inspirational motivation, intellectual stimulation, and individualized consideration. Based on the finding, it is recommended that, the Bureau, should give attention on how the organization’s leadership style has an influence on its employee's motivation and focus on hiring transformational leaders. From this it is suggested that leaders influence the employee's motivation and the result of the present study emphasizes the significance of suitable leadership style in such organizational settings. Moreover, the organization needs to assure that Transformational leadership style must be advanced given better attention through the organization's leaders and higher authorities. Furthermore, motivation of employees and the transformational leadership style are positively correlated, indicating that the leaders of the Bureau have a lot to work on to motivate employees to help the organization in to sharing the vision, cooperate in achieving the shared goals.

**The Effect of Transformational Leadership Style on Employee Motivation: In the Case**
Transformational Leadership


The effects of transformational leadership on organizational conditions and student engagement with school

The Routledge Handbook of Communication and Bullying provides an essential and unique analysis of bullying and anti-bullying efforts from a communication-based perspective. Drawing on communication theory and compelling empirical research, this volume offers valuable international perspectives of this pervasive concern, examined within varied contexts. In addition to providing exemplary data-based scholarship, the Handbook is comprised of first-hand accounts of those who
have been bullied, adding an integral pragmatic and complementary dimension to the topic. This anthology serves as a useful resource for educators, administrators, managers, and other stakeholders who are challenged with this difficult social issue. Responding to the various charges emanating from the National Communication Association’s (NCA) Anti-Bullying Project, this collection constitutes a valuable foundation from which to draw as conversations about bullying continue around the globe.

**The Effect of Transformational Leadership on Organisational Culture**

**Organizational Influence Processes**

**Charisma entwickeln und zielführend einsetzen**

The Second Edition of Leading Organizations offers an expanded focus on the fluid roles of leaders and participants (followers) and their mutual responsibility for organizational leadership. Like the first edition, this text contains chapters on implementing the organization's mission, structure, culture and strategy written by leading scholars in the field. New features include: - Strategic leadership - Virtual leadership - Leadership, organizational change, and conflict - Building a culture of leadership

**Impact of Transformational Leadership on Organizational Citizenship Behavior**

Research in leadership has emphasized the importance of factors like organizational culture, empowerment, and employee innovation. The current study sought to address these topics by considering the contribution of organizational learning culture to employee outcomes, such as psychological empowerment and innovative behaviors, while investigating the moderating effect of transformational leadership. Participants consisted of 387 employed men and women from various organizational backgrounds.

**The Routledge Handbook of Communication and Bullying**

**Effect of Transformational Leadership in a Cross-cultural Organization**

**Transformational Leadership**

**Leadership, Trust in Leader and OCB**
Towards Understanding the Direct and Indirect Effects of Transformational Leadership on Firm Innovation

The Effects of Transformational Leadership on Career Management

Assessing the Impact of Transformational Leadership, Organizational Climate, and Personality on Individual Innovativeness at Work

Transformational Leadership, Second Edition is intended for both the scholars and serious students of leadership. It is a comprehensive review of theorizing and empirical research that can serve as a reference and starting point for additional research on the theory. It can be used as a supplementary textbook in an intense course on leadership—or as a primary text in a course or seminar focusing on transformational leadership. New in the Second Edition: *New, updated examples of leadership have been included to help illustrate the concepts, as well as show the broad range of transformational leadership in a variety of settings. *New chapters have been added focusing specifically on the measurement of transformational leadership and transformational leadership and effectiveness. *The discussion of both predictors and effects of transformational leadership is greatly expanded. *Much more emphasis is given to authentic vs. inauthentic transformational leadership. *Suggestions are made for guiding the future of research and applications of transformational leadership. *A greatly expanded reference list is included.

The SAGE Handbook of Organizational Behavior

In an effort to better understand leadership and turnover in the nonprofit sector, this study investigated the impact of transactional and transformational leadership style on work attitudes, motivation, and work outcomes in nonprofit organizations. Hierarchical multiple linear regression analyses were conducted. Neither transactional leadership nor transformational leadership were significant predictors of turnover. Only transactional leadership was found to be a significant predictor of organizational citizenship behaviors. Transactional leadership was a significant predictor of perceived organizational support, affective commitment, procedural justice, and continuance commitment. Transformational leadership was a significant predictor of job satisfaction, perceived organizational support, and procedural justice. Finally, mediation analyses were conducted to determine if work attitudes and motivation mediate the relationship between transactional and transformational leadership styles and work outcomes. Affective commitment, job stress, satisfaction, and procedural justice collectively fully mediate the effect of transactional leadership on turnover and also fully mediate the effect of transformational leadership on turnover. Work and meaning, perceived organizational support, and public service motivation collectively fully mediate the effect of transactional leadership on organizational citizenship behaviors and also fully mediate the effect of transformational leadership on organizational citizenship behaviors. This study presents initial
evidence of the relationship between public service motivation and organizational citizenship behaviors in the nonprofit context. Further exploration of transformational leadership in the nonprofit context needs to be conducted given that this study was not able to confirm several findings in the previous research literature regarding public and private sector employees.

Examining the Impact of Transformational and Transactional Leadership Style on Work Attitudes, Motivation, and Work Outcomes in Nonprofit Organizations

Effects of Transformational Leadership, Job Satisfaction and Organizational Commitment---An Example of the Banking Industry

Transformational Leadership and Organizational Learning

This work covers topics related to the exercise of influence by individuals and groups within organizations. It includes an introductory group of articles dealing with the nature of influence processes and power.

Effects of Transformational Leadership on Employee's Organizational Cynicism in an Educational Organization

This milestone handbook brings together an impressive collection of international contributions on micro research in organizational behavior. Focusing on core micro organizational behavior issues, chapters cover key themes such as individual and group behavior. The SAGE Handbook of Organizational Behavior Volume One provides students and scholars with an insightful and wide reaching survey of the current state of the field and is an indespensible road map to the subject area. The SAGE Handbook of Organizational Behavior Volume Two edited by Stewart R Clegg and Cary L Cooper draws together contributions from leading macro organizational behavior scholars.

Dual-level Effects of Transformational Leadership

This study seeks to advance understanding of how transformational leadership by top executives can affect their companies' innovativeness. A holistic model is proposed that includes both direct effects from transformational leadership, and indirect effects mediated by characteristics of the organizational culture/climate, organizational structure, and the external environment. A multi-source, multi-dimensional approach is used to collect data and to operationalize the variables. Data from 53 Taiwanese electronics and telecommunications companies generally supported the expectation that transformational leadership increases organizational innovation. The findings also revealed indirect effects mediated by empowerment, climate of support for innovation, centralization, formalization, competition, and environmental uncertainty. While most of the mediating effects were
in the expected direction, some (e.g., empowerment) had unexpected signs. The implications of these findings for practice and research are delineated.

**The Mediating Effects of Transformational Leadership on Leader Goal Orientation and Team Performance**

**Leadership and Organizational Outcomes**

**How Fairness Impacts the Perception of Transformational Leadership**

**Transformational Leadership, Organizational Innovation and Performance**

This book focuses on the effect of leadership on organizational outcomes and summarizes the current research findings in the field. It addresses the need for inclusive and interpretive studies in the field in order to interpret leadership literature and suggest new pathways for further studies. Appropriately, a meta-analysis approach is used by the contributors to show the big picture to the researchers by analyzing and combining the findings from different independent studies. In particular, the editors compile various studies examining the relationship between the leadership and thirteen organizational outcomes separately. The philosophy behind this book is to direct future research and practices rather than addressing the limits of current studies.

**Leading Organizations**

**The Effects of Transformational Leadership on Organizational Commitment and Job Satisfaction in Taiwan's Information Technology Industry:**

This work is about Transformational Leadership (TL), trust in leader and Organizational Citizenship Behavior (OCB). As success requires curiosity, so leader is the person who gets his people from where they are to where they are not been. Everything you read in this work is based on research analysis conducted among the employees of banking sector, Pakistan. So, if you want to know about the relationship among these constructs then "Don't find fault, find a remedy." John D. Rockefeller.

**The Impact of Transformational Leadership on the Relationship Between Organizational Learning Culture and Employee Outcomes**

The study focuses and examines the relationship between transformational leadership and
organizational innovation and organizational performance with the mediation analysis of CSR. We modified Khan et. al. (2017) model, by including different dimensions of CRS namely customers, employees, shareholders, and society. This study presents CSR and organizational innovation as potential mediators of affiliations between the key constructs of transformational leadership and organizational performance. Data was collected by means of a close-ended questionnaire, from 201 respondents from more than 50 different organizations comprising of top and middle management level positions, working in the banking sector, FMCGs, Consulting firms, Services Industry, operating in Karachi. The direct and mediation effects of predictors were tested using partial least squares structural equation modeling (PLS-SEM). The results illustrate the direct effect of transformational leadership is significant and positive for all elements of CRS. The mediation analysis showed that customers, shareholders, and society dimensions significantly mediate the Transformational Leadership (TL) and Organizational Innovation (OI) relationship. Moreover, shareholders' dimensions also mediate TL and performance. Lastly, (OI) effectively mediate society and performance nexus. This study discusses the findings and provides theoretical, managerial, and research implications.

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