Transformational leadership and outcomes: role of relationship duration

Venkat R. Krishnan

Xavier Labour Relations Institute, Jamshedpur, India

Abstract

Purpose – To show that relationship duration enhances the effect of transformational leadership on follower's terminal value system congruence and identification (cognitive outcomes), but not on attachment and affective commitment (affective outcomes).

Design/methodology/approach – Data for this study were collected from the principal and 144 teachers of a prominent high school in western India. The principal and the teachers answered the value survey. The teachers also answered questions on transformational leadership and outcomes.

Findings – The positive effect of transformational leadership on the outcomes is enhanced by the duration of relationship between leader and follower in the case of congruence and identification, but not in the case of attachment and affective commitment.

Research limitations/implications – The entire sample of teacher-respondents had a common leader (the school principal); this study needs to be replicated across a larger set of leaders to confirm the findings.

Practical implications – Transformational leaders, by spending more time with followers, would be able to change their cognitive framework including value systems and identities. On the other hand, time spent with a follower may not make any difference when it comes to enhancing affective outcomes.

Originality/value – Burns distinguished between heroes (emotion-based) and ideologues (values-based). The leadership that stops only at the hero level and does not proceed to the ideological level is pseudo-transformational. This study demonstrates the role of relationship duration in leaders becoming heroes or ideologues. Transformational leadership is not complete without the enduring change in values and identities.

Keywords Transformational leadership, Cognition, Affective psychology, India

Paper type Research paper

In this age of rapidly changing business environment, leadership is more important than ever. The present organizational focus on revitalizing and transforming organizations to meet competitive challenges ahead has been accompanied by increasing interest among researchers in studying transformational leadership. Such leadership is necessary for quickly identifying new market opportunities and for developing appropriate competencies within organizations. Over the last two decades, considerable literature has accumulated on transformational leadership (Bass, 1998). There exists a relationship between transformational leadership behaviors and various outcomes measured at the individual and organizational level.

Studies that have looked at the outcomes of transformational leadership have not, however, attempted to distinguish clearly between different categories of outcomes and the role of moderating variables in enhancing such differentiation. Particularly, no

attempt has been made to analyze the moderating role played by the duration of relationship between leader and follower. For example, it might take less time to have an impact on affective outcomes than on cognitive outcomes. Burns (1978, p. 249) drew a clear distinction between heroes who satisfy followers' immediate emotional wants and ideologues who bring about lasting change in values. Authentic transformational leadership would require an enduring change in followers' values and self-concept; a mere change in followers' affective outcomes would be pseudo-transformational leadership (Bass and Steidlmeier, 1999).

I report in this paper a study that looked at the differential effects of transformational leadership on followers' cognitive and affective outcomes, depending on the duration of relationship between leader and follower. Congruence between the terminal value systems of leader and follower, follower's identification with organization, attachment to the organization, and affective component of organizational commitment are the outcomes that were studied. The objective of this study was to show that relationship duration enhances the effect of transformational leadership on terminal value system congruence and identification, but not on attachment and affective commitment.

Theory and hypotheses

With the increasing importance of knowledge as a corporate asset in today's dynamic environment, and with the technological and social changes constantly affecting organizational functioning, transformational leadership is becoming more relevant than ever. The purpose of truly effective leadership is to transform the whole person rather than merely make some cosmetic changes in the follower. Only such a total transformation could help retain the all-important human asset in the organization.

Transformational leadership

Burns (1978, p. 20) defined transformational leadership as occurring "when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality". Transformational leaders thus serve as an independent force in changing the makeup of followers' motive base through gratifying their motives. Bass (1985) built on Burns (1978) work and described transformational leadership in terms of the impact that it has on followers; followers feel trust, admiration, and loyalty towards the leader. Transformational leaders motivate followers to do more than the latter originally expected to do. Transformational leaders also change the organizational culture (Bass, 1985). Transformational leadership consists of four interrelated factors – idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1998). Idealized influence could be further divided into two sub-factors – idealized influence attributed and idealized influence behavior.

Authors have been using the terms transformational leadership and charismatic leadership as synonyms or as identical twins (Conger, 1999). According to Conger and Kanungo (1994), charismatic leaders critically evaluate the existing situation or status quo and keeping in mind the environment, they formulate a strategic vision and then articulate it such that it motivates the followers. Kuhnert and Lewis (1987) claimed that transformational leaders hold a sense of moral obligation to the organization as an end value, which in turn is also adopted by followers.

While transformational leadership is potentially applicable to most organizational situations, the emergence and effectiveness of such leadership may be facilitated by some contexts and inhibited by others (Pawar and Eastman, 1997). Waldman *et al.* (2001) found that CEO charismatic leadership enhanced performance only under conditions of perceived environmental uncertainty. Shamir and Howell (1999) argued that charismatic leaders are more likely to emerge and be effective when the tasks of organizational members are challenging and complex and require individual and group initiative, responsibility, creativity, and intense effort; and when performance goals are ambiguous and extrinsic rewards cannot be strongly linked to performance.

Value system

Rokeach (1973, p. 5) defined a value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence". A belief concerning a desirable mode of conduct is an instrumental value and a belief concerning a desirable end-state of existence is a terminal value. For example, the belief that being honest is preferable to being dishonest is an instrumental value, and the belief that freedom is preferable to slavery is a terminal value. A set of rank-ordered values is called a value system. Values are heavily intertwined and therefore looking at a person's values separately and independently of one another cannot meaningfully explain attitudes and behaviors. Only the rank ordering of values or the value system can capture the unique value configuration of an individual (Rokeach and Ball-Rokeach, 1989). Several studies have demonstrated empirically how values affect personal and organizational effectiveness (Meglino and Ravlin, 1998). Blickle (2000) found that work values predicted the frequency of use of influence strategies measured one year later.

Studies have demonstrated that the relative importance of different values to a person can be changed (Rokeach, 1973; Schwartz and Inbar-Saban, 1988). Ball-Rokeach *et al.* (1984) demonstrated a change in value rankings through a broadcast television program. The method of value self-confrontation can also be used to change peoples' value systems (Schwartz and Inbar-Saban, 1988). Learning that there is a contradiction between one's value priorities and one's ideal self-conception gives rise to self-dissatisfaction. The ideal self-conception is based on the value system of a positive reference group or person like a leader. In order to reduce self-dissatisfaction, people change their value systems.

Value system congruence between leader and follower could be defined as the extent of agreement between the leader's value system and the follower's value system. Value congruence between employees and their supervisors has been found to be significantly related to employee satisfaction and commitment (Meglino *et al.*, 1989). Posner (1992) found that perceived value congruence was directly related to positive work attitudes. Weiss (1978) found that people aligned their values with the values of their leader if they perceived their leader to be competent and successful.

Burns (1978) held that transformational leadership involves the uncovering of contradictions among values and between values and practice, and the realigning of values in followers. The leader has an important role to play in transmitting values (Kouzes and Posner, 2002). Congruence in values between leader and follower forms the strategic and moral foundation of authentic transformational leadership (Bass and Steidlmeier, 1999). Transformational leadership is a relationship wherein leaders' and

followers' purposes, which might have started out as separate but related, become fused, leading to greater leader-follower congruence in value hierarchies.

The vision of a transformational leader serves as a unifying force that facilitates the convergence of leader's and follower's thoughts, beliefs, and values (Kirkpatrick and Locke, 1996). Jung and Avolio (2000) found that transformational leadership was positively related to the extent to which followers agreed with leaders' values. Krishnan (2004) found that transformational leadership was positively related to value system congruence between leader and follower. Transformational leadership focuses on the joint purposes of leader and follower, and often results in transforming those purposes. Only terminal values pertain to end-states of existence, and so the leadership that focuses on purposes will be related only to terminal values and not to instrumental values. Krishnan (2002) found that transformational leadership was positively related to leader-follower value system congruence in the case of terminal values. Therefore:

H1. Transformational leadership would be positively related to leader-follower terminal value system congruence.

Identification with organization
Shamir (1991) reviewed the existing literature on motivation and concluded that it had an individualistic utilitarian bias at odds with the concept of transformational leadership, which emphasizes transcending self-interest for the sake of the collective. An individual's motivation to do a task would be enhanced to the extent that: job-related identities are salient in the person's self-concept, actions required in the job are consistent, or can be performed in a manner consistent with the person's self-concept; and career opportunities on the job are congruent with the person's possible selves. Human beings are not only goal-oriented, but also self-expressive, and are motivated to maintain and enhance their self-esteem and self-worth.

Shamir *et al.* (1993) offered an explanation of the process of leader influence over followers in terms of leader behavior implicating the self-concept of followers. Specifically, charismatic leadership is an interaction between leaders and followers that results in making the followers' self-esteem contingent on the vision and mission articulated by the leader. We do things because of what we are; by doing them we affirm and establish our identity. The self-concept based theory thus links transformational leadership and motivational mechanisms of followers through the followers' self-concept.

Lord and Brown (2001) noted that powerful leadership effects are realized only when values and self-identities form coherent patterns. The social identity theory argues that the self-concept is comprised of a personal identity encompassing idiosyncratic characteristics, and a social identity consisting of salient group classifications. Ashforth and Mael (1989) described social identification (sense of group or collective identification) as the perception of oneness with some human aggregate, which leads to the belief that the fate of the group is one's own. Self-concept includes the social identity of the individual, and social identification leads to activities that are congruent with the identity. Bass *et al.* (2003) found that the relationship of leadership to performance was partially mediated through the unit's level of potency and cohesion.

The followers of transformational leaders experience a total and unqualified belief in and identification with the leaders and their mission. Kark and Shamir (2002)

proposed that transformational leadership influenced two levels of follower self-concept – the relational and the collective self, thus fostering personal identification with the leader and social identification with the organizational unit. Shamir *et al.* (1998) found that a leader's emphasis on collective identity was related to subordinate's level of identification with the leader. Shamir *et al.* (2000) found that staff members' (inner circle's) identification with the unit fully mediated the relationship between the leader's emphasis on collective identity and soldiers' (outer circle's) identification with the unit. Kark *et al.* (2003) showed that transformational leadership was positively related to both followers' dependence and their empowerment and that personal identification mediated the relationship between transformational leadership and followers' dependence on the leader, whereas social identification mediated the relationship between transformational leadership and followers' empowerment. Hence:

H2. Transformational leadership would be positively related to follower's identification with the organization.

Affect toward the organization
Social identification will be reflected in attachment to the social unit and the desire to continue membership in that unit. According to Porter *et al.* (1974, p. 604), commitment is a "strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership". Commitment consists of three distinct components – affective, normative, and continuance. "Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization ... Normative commitment reflects a feeling of obligation to continue employment" (Meyer and Allen, 1991, p. 67). Continuance commitment develops "as employees recognize that they have accumulated investments...that would be lost if they were to leave the organization, or as they recognize that the availability of comparable alternatives is limited" (Meyer *et al.*, 1993, p. 539).

According to Meyer *et al.* (1993, p. 67), "employees with a strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so". Finegan (2000) illustrated that the best predictor of commitment was the employee's perception of the work environment. Luthans *et al.* (1987) showed that demographics, such as age, education, and tenure, had a significant impact on organizational commitment. They also found that the more a leader structured a situation, the more committed employees were to the organization. Pillai *et al.* (1999) found that leaders fostered organizational commitment through the fairness of procedures they employ. Jaros (1995) showed that affective commitment is the most important of the three components of organizational commitment in predicting turnover intentions. Affective commitment is associated with more positive work attitudes (Allen and Meyer, 1996) and a greater likelihood of engaging in organizational citizenship (Meyer and Allen, 1991).

Studies have found that transformational leadership enhances organizational commitment of followers (Goodwin *et al.*, 2001; Judge and Bono, 2000). Bycio *et al.* (1995) studied 4,000 registered nurses and found that transformational leadership had positive relationship with affective commitment that was significantly larger than that with continuance or normative commitment. Barling *et al.* (1996) used a pretest-posttest

control-group design and found that training managers in transformational leadership enhanced the organizational commitment of their subordinates. Contextual factors such as the nature of the industry to which an organization belongs might also affect the effect of transformational leadership on commitment (Chandna and Krishnan, 2003).

H3. Transformational leadership would be positively related to follower's attachment and affective commitment to the organization.

Duration of leader-follower relationship

Burns (1978, p. 244) drew a clear distinction between heroes and ideologues. He defined "heroic leadership to mean the following: belief in leaders because of their personage alone, aside from their tested capacities, experience, or stand on issues; faith in the leaders' capacity to overcome obstacles and crises; readiness to grant to leaders the powers to handle crises; mass support for such leaders expressed directly – through votes, applause, letters, shaking hands – rather than through intermediaries or institutions". The bond between idolized leader and follower is generally an affective and emotional one. While emotional needs in leader and follower may be deeply involved, no central purpose or collective intent other than short-run psychic dependency and gratification unites them. Idolized heroes are not "authentic leaders because no true relationship exists between them and the spectators—no relationship characterized by deeply held motives, shared goals, rational conflict, and lasting influence in the form of change" (Burns, 1978, p. 248).

According to Burns (1978), ideological leaders, in sharp contrast with the idolized hero, dedicate themselves to explicit goals that require substantial social change and to organizing and leading movements that pursue these goals. The ultimate success of ideological leaders "is tested not by peoples' delight in a performance or personality but by actual social change measured by the ideologists' purposes, programs, and values" (Burns, 1978, p. 249). The crucial quality of ideology is that it combines both what one believes and how one came to hold certain beliefs. Ideology could be thought of as a set of major values and modes of cognition and perception. An ideological movement united behind high moral purpose and united by conflict with opposing ideologies is a powerful causal force and change agent.

The leaders' ultimate role in social change depends largely on their ideological leadership, including the degree to which they make their appeal as idol and hero serve their purposes and those of their followers. Truly transformational leadership ultimately requires making hero-worship serve the needs and purposes of ideology (Burns, 1978). It might be easier and might take less time to address the emotional side of followers, but transformational leadership is not complete without the enduring change in values and identities. The leadership that stops only at the hero level and does not proceed to the ideological level is pseudo-transformational (Bass and Steidlmeier, 1999). The effect of transformational leadership on followers' cognition would be greater if the followers have a longer duration of relationship with the leader, while duration may not make any significant difference in the impact of transformational leadership on followers' affect. I therefore add:

H4. The duration of leader-follower relationship would enhance the effect of transformational leadership on leader-follower terminal value system congruence and follower's identification with the organization.

Method

Data for this study were collected from the principal and 144 teachers of a prominent high school in western India. The school has 200 teachers and 4,000 students. The current incumbent had taken over as the school principal five years before the data were collected. She was recruited from outside the school, although she had prior experience as a teacher in other schools. The principal answered the value survey to capture her value system. The teachers answered the transformational leadership questionnaire on their principal; they also answered the value survey to capture their value systems, besides answering questions on their identification with the school, and attachment and affective commitment to the school. It was made clear to the respondents that all responses will be confidential.

Demographic details of sample

Data were collected from 174 teachers. Of them, 30 had spent less than one year with the school and were therefore excluded because they would not have had enough opportunities to know the principal. Of the finally used sample of 144 teachers, 130 were females and 14 were males. Their median age was 36 years, the range being 24 to 57. The minimum number of years they had spent with the school was one, the maximum was 33, and the median was six. Their total work experience including their tenure at the current school ranged from 1.5 to 33 years, with a median of ten.

Measures

Transformational leadership. The most widely used scale to measure factors in transformational leadership is Multifactor Leadership Questionnaire (MLQ) (Tejeda *et al.*, 2001). The Bass and Avolio (1995) short version of the MLQ was used to measure transformational leadership of the principal as perceived by each teacher. Transformational leadership is a dyadic relationship and the score would hence vary from teacher to teacher. Five factors of transformational leadership – idealized influence attributed, idealized influence behavior, inspirational motivation, intellectual stimulation, and individualized consideration – were measured through four items per factor. The respondents were asked to answer the MLQ by judging how frequently their principal displayed the behaviors described in the questionnaire, using a five-point scale (1 = Not at all; 2 = Once in a while; 3 = Sometimes; 4 = Fairly often; 5 = Frequently, if not always). There was a significant ($p < 0.01$) positive correlation between the five transformational leadership factors. The mean of the five factors was taken as the score for transformational leadership. The Cronbach alpha for the 20 items was 0.87.

Value system. I used Rokeach's (1973) Value Survey for measuring the value system of the principal and the teachers by respectively requesting them to fill it. This is the most commonly used instrument for measuring value system (Krishnan, 2002). It has two lists of values arranged alphabetically – one consisting of 18 terminal values and the other consisting of 18 instrumental values. Each value is presented along with a brief definition in parenthesis and respondents are asked to arrange the values in each set in order of importance to and as guiding principles in their life, thereby recording their value systems.

Similarity between two profiles can be calculated by treating the two sets of observations as two vectors. The index of similarity would then be given by the cosine

of the angle between the two vectors, which is the same as the Pearson product-moment correlation between the vectors. The correlation between the rank ordering obtained from a teacher and the rank ordering of the school principal was calculated for each teacher (Meglino *et al.*, 1989; Rokeach, 1973). The correlation coefficient was increased by one unit and the sum then divided by two to get the index of congruence between the value systems of leader and follower. This adjustment was done to get rid of the negative correlation coefficients. For each teacher respondent, I obtained two scores for the index of congruence – an index of terminal value system congruence and an index of instrumental value system congruence.

Identification, attachment, and affective commitment. The four items used by Shamir *et al.* (1998) were slightly modified and used to capture identification with the organization. The items used were:

(1) I identify strongly with the other teachers in my school.

(2) The values of most of the teachers in my school are similar to my values.

(3) My school is like a family to me.

(4) I feel loyal toward other teachers of my school.

The four items used by Shamir *et al.* (1998) were slightly modified and used to capture attachment to the organization. The items used were:

(1) Sometimes I regret that I am a part of this school.

(2) If I could, I would like to shift to another school in the area.

(3) All in all, I am glad to belong to this school.

(4) I am not particularly proud to tell other people that I belong to this school.

The first, second, and fourth items were reverse-scored. The slight modifications to the identification and attachment scales were done by replacing the words "employees" and organization" with "teachers" and "school" respectively, to reflect better the sample studied and thereby enhance validity of findings. Affective commitment was measured using the six-item scale of Meyer *et al.* (1993). The respondents were asked to judge how strongly they agreed or disagreed with each statement in the questionnaire, using a five-point scale (1 = Strongly disagree; 2 = Disagree; 3 = Neither disagree nor agree; 4 = Agree; 5 = Strongly agree). The Cronbach alphas for the identification, attachment, and affective commitment items were 0.55, 0.67, and 0.71 respectively.

Results

Table I presents descriptive statistics (means and standard deviations) for and correlations between all variables in the study – transformational leadership, terminal and instrumental value system congruence, identification with organization, attachment to the organization, and affective organizational commitment. It also presents reliability coefficients for the variables other than congruence. Each variable was constructed by computing the mean of the items comprising the scale. Transformational leadership was not significantly related to terminal value system congruence. Therefore, *H1* was not supported. The trend was however in the expected direction, though the correlation failed to reach significance. Transformational leadership was significantly positively related to identification with organization,

	M	SD	1	2	3	4	5	6	7	8
1. Transformational leadership	4.04	0.47	(0.87)							
2. Terminal congruence	0.66	0.13	0.14*							
3. Instrumental congruence	0.58	0.12	0.09****	0.12						
4. Identification	3.57	0.62	0.39****	0.03	0.10	(0.55)				
5. Attachment	4.25	0.68	0.27****	0.12	0.03	0.36****	(0.67)			
6. Commitment	4.01	0.60	0.34****	0.05*	0.04	0.38****	0.59****	(0.71)		
7. Tenure	7.63	6.47	−0.16*	−0.16*	−0.13	−0.01	0.08	0.06		
8. Age	37.75	8.18	−0.21**	−0.08	−0.19**	−0.09	0.05	−0.07	0.61****	

Notes: * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$; **** $p < 0.001$; N varies from 142 to 144. Cronbach alphas are in parentheses along the diagonal

Table I.
Means, standard
deviations, Cronbach
alphas, and correlation
coefficients

attachment to the organization, and affective commitment. Thus, *H2* and *H3* were supported.

The effect of relationship duration could be analyzed by dividing the sample into two sub-samples (high and low on relationship duration) and then comparing these. Those whose tenure in the organization was not less than that of the leader comprised the high duration sub-sample and the rest comprised the low duration sample. As mentioned earlier, the current incumbent had taken over as the school principal five years before the data were collected. Therefore, I divided the sample of 144 teachers into two sub-samples—those who have been teaching at the school for five or more years (relationship duration coded as 2; $n = 89$), and those who have been with the school for four years or less but more than one year (relationship duration coded as 1; $n = 55$). Analysis of variance did not show any significant ($p < 0.05$) difference across the two sub-samples in any of the variables studied. Thus, the duration of leader-follower relationship did not significantly affect any of the variables. Organizational tenure and age were, however, significantly ($p < 0.001$) higher in the high duration sub-sample than in the low duration sub-sample.

H4 on the moderating role of leader-follower relationship duration was tested using regression analyses. Terminal value system congruence was modeled against transformational leadership, the dichotomous relationship duration variable (coded as 1 if the leader-follower relationship was for four years or less, and 2 if it was for five years), and the product of transformational leadership and the dichotomous duration variable. The hypothesized moderating effect of relationship duration would obtain support if the product term were significant in the regression model. The entire process was then repeated for identification with organization, attachment to the organization, and affective commitment. The product term was significant ($p < 0.05$) in the case of terminal value system congruence and identification, but not in the case of attachment and affective commitment. The regression results are presented in Table II. Thus,

Dependent variable	Independent variable	Paramete estimate	t	Model R^2	Model F
Terminal congruence	Transformational leadership	− 0.16	− 1.68[*]		
	Duration	− 0.47	− 2.19[**]		
	Product term	0.11	2.15[**]	0.05	2.59[*]
Identification	Transformational leadership	− 0.41	− 0.99		
	Duration	− 2.08	− 2.22[**]		
	Product term	0.55	2.40[**]	0.21	12.10[****]
Attachment	Transformational leadership	0.74	1.55		
	Duration	0.93	0.85		
	Product term	− 0.17	− 0.65	0.11	5.54[***]
Commitment	Transformational leadership	0.27	0.65		
	Duration	− 0.32	− 0.34		
	Product term	0.13	0.57	0.17	9.14[****]

Notes: [*] $p < 0.10$; [**] $p < 0.05$; [***] $p < 0.01$; [****] $p < 0.001$

Table II.
Regression for testing interaction with duration

relationship duration moderated the effect of transformational leadership on congruence and identification, thereby supporting *H4*.

I did correlation analyses for each of the two sub-samples separately. The results are given in Table III. Transformational leadership was significantly ($p < 0.05$) positively related to terminal congruence and identification only when the relationship duration was five years and not when the relationship duration was four years or less. On the contrary, transformational leadership was positively related to attachment and commitment in both the sub-samples.

Discussion

The results of this study reveal that transformational leadership enhances leader-follower terminal value system congruence, follower's identification with the organization, and follower's attachment and affective commitment to the organization. The most significant finding is however that the effect of transformational leadership on the outcomes is moderated by the duration of relationship between leader and follower in the case of congruence and identification, but not in the case of attachment and affective commitment.

Emulation of leader's value system by followers is a component of transformational leadership (Krishnan, 2002). The findings of this study confirm that followers emulate only the terminal value systems of transformational leaders, but not their instrumental value systems. Bass (1985) argued that transformational leaders elevated the value of designated outcomes in the eyes of the followers resulting in what Burns (1978) termed the fusion of leader's and followers' purposes. The findings of this study corroborate the findings of Krishnan (2002) concerning the differential effects of transformational leadership on the two types of value system congruence. Transformational leadership might perhaps change followers' terminal value systems but not instrumental value systems, so that they fall in line with the leader's.

Another possible implication is that developing more intense and deep relationships with followers might have the same effect as having longer relationship duration. A transformational leader goes beyond the transactional needs and responds to the moral development of the follower and as such appeals to and also effectively influences the more general values of the follower. Impersonal channels of communication may not facilitate such influencing since there is not much depth of interaction between the leader and the follower through such channels. Communication channels such as e-mails may not help a leader much in highlighting the importance of some values or in emphasizing collective identity. On the other hand, they could hinder the identification, trust building, and other processes involved in charismatic leadership.

Kirkpatrick and Locke (1996) conducted experiments that showed that a leader's vision was most strongly related to attitudes and these attitudes played an important role, inducing outcomes such as organizational commitment. One can possibly increase effectiveness of transformational leadership by increasing leader-follower interaction. This may be done by means of mentorship programs. Gatherings of project teams with their leaders could also be organized, which the leaders can use to generate enthusiasm and involvement with the organization or the project teams' cause. In addition, study circles can be arranged. These study circles can be forums used by leaders to encourage employees to challenge old assumptions and drive them to learn more and hence intellectually stimulate them.

	1	2	3	4	5	6	7
Relationship-duration: 1-4 years							
1. Transformational leadership							
2. Terminal congruence	−0.13						
3. Instrumental congruence	−0.11	0.25*					
4. Identification	0.10	−0.05	−0.03				
5. Attachment	0.31**	−0.09	0.14	0.34**			
6. Commitment	0.26*	−0.15	−0.10	0.23*	0.62****		
7. Tenure	−0.04	−0.03	−0.15	−0.12	−0.33**	−0.21	
8. Age	−0.14	−0.04	−0.09	0.01	−0.05	−0.01	−0.11
Relationship-duration: 5 years							
1. Transformational leadership							
2. Terminal congruence	0.26**						
3. Instrumental congruence	0.17	0.05					
4. Identification	0.55****	0.09	0.16				
5. Attachment	0.28***	0.28***	−0.01	0.37****			
6. Commitment	0.42****	0.19*	0.11	0.45****	0.56****		
7. Tenure	−0.13	−0.20*	−0.15	−0.10	0.04	−0.03	
8. Age	−0.20*	−0.06	−0.23*	−0.21*	0.02	−0.21*	0.59****

Notes: * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$; **** $p < 0.001$

Table III.
Correlation coefficients
for the two
relationship-duration
sub-samples

The moderating role of relationship duration raises interesting questions. It is possible that transformational leaders would be able to change the cognitive framework including value systems and identities of only those followers who were with the organization since the time the leader joined the organization. Perhaps, some critical initiatives undertaken by the leader during the initial period and witnessed personally and directly by the followers are necessary for this change. On the other hand, being with the organization since the time leader joined the organization may not be necessary when it comes to change in affective outcomes, which can be due to social contagion and indirect influence. This suggests that it might be a good idea to identify the crucial followers and ensure that they are in the organization at the time the leader joins the organization, if the objective is changing value systems or identities. This has implications for organizations where a transformation is planned and a leader is recruited for that purpose.

Limitations and suggestions for future research
There exist limitations stemming from the nature of the sample. The leader and a huge proportion of the subordinates sampled were females. This was representative of the organization studied, but further studies are needed before we can generalize the findings to other organizations. The entire sample of teacher-respondents had a common leader (the school principal); this study needs to be replicated across a larger set of leaders to confirm the findings. This study compared the followers who were with the organization since the time the leader joined the organization with those followers who joined the organization subsequently. Of the 144 followers surveyed, only 55 joined the organization after the leader had joined the organization. Future studies could test whether relationship duration has any differential effect on various outcomes even within the sub-sample of those who joined the organization after the leader had joined the organization.

A study that includes different sectors like services and manufacturing could help generalize the findings beyond the educational sector wherein this study was conducted. In addition, transformational leadership that can be observed at a given point in time should set in motion effects for some time in the future. In this case, however, being a cross-sectional study, transformational leadership as well as the four outcome variables were measured at the same time. A longitudinal study wherein the outcome variables are measured subsequent to measuring transformational leadership could throw more light. Future research could also study the effect of specific organizational variables such as structure, environmental characteristics of a particular industry, etc., and quantify how much variance in the effects of transformational leadership is caused by each of these organizational variables.

Conclusion
The complex environments that business organizations face today and the rapid change that has become a part of life for many organizations highlight the importance of transformational leadership for effective management of organizations. This study addresses the relationship between transformational leadership and certain cognitive and affective outcomes of the follower. The effect of transformational leadership on two cognitive outcomes (terminal value system congruence between leader and follower, and identification with organization) is enhanced by the duration of

relationship between leader and follower. However, there is no similar moderating role of relationship duration in the case of two affective outcomes (attachment and affective commitment to organization). This study provides initial support for the moderating role played by relationship duration. As further research provides greater support, our understanding of the lasting effects of transformational leadership would be enhanced.

References

Allen, N.J. and Meyer, J.P. (1996), "Affective, continuance, and normative commitment to the organization: an examination of construct validity", *Journal of Vocational Behavior*, Vol. 49, pp. 252-76.

Ashforth, B.E. and Mael, F. (1989), "Social identity theory and the organization", *Academy of Management Review*, Vol. 14 No. 1, pp. 20-39.

Ball-Rokeach, S.J., Rokeach, M. and Grube, J.W. (1984), *The Great American Values Test: Influencing Behavior and Belief through Television*, Free Press, New York, NY.

Barling, J., Weber, T. and Kelloway, E.K. (1996), "Effects of transformational leadership training on attitudinal and financial outcomes: a field experiment", *Journal of Applied Psychology*, Vol. 81, pp. 827-32.

Bass, B.M. (1985), *Leadership and Performance beyond Expectations*, Free Press, New York, NY.

Bass, B.M. (1998), *Transformational Leadership: Industrial, Military, and Educational Impact*, Lawrence Erlbaum Associates, Mahwah, NJ.

Bass, B.M. and Avolio, B.J. (1995), *Multifactor Leadership Questionnaire*, Mind Garden, Redwood City, CA.

Bass, B.M. and Steidlmeier, P. (1999), "Ethics, character, and authentic transformational leadership behavior", *Leadership Quarterly*, Vol. 10 No. 2, pp. 181-217.

Bass, B.M., Avolio, B.J., Jung, D.I. and Berson, Y. (2003), "Predicting unit performance by assessing transformational and transactional leadership", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 207-18.

Blickle, G. (2000), "Do work values predict the use of intraorganizational influence strategies?", *Journal of Applied Social Psychology*, Vol. 30 No. 1, pp. 196-205.

Burns, J.M. (1978), *Leadership*, Harper & Row, New York, NY.

Bycio, P., Hackett, R.D. and Allen, J.S. (1995), "Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership", *Journal of Applied Psychology*, Vol. 80, pp. 468-78.

Chandna, P. and Krishnan, V.R. (2003), "Organizational commitment of information technology professionals: Role of transformational leadership and work-related beliefs", *Proceedings of 40th Annual Meeting of the Eastern Academy of Management*, Baltimore, MD, May.

Conger, J.A. (1999), "Charismatic and transformational leadership in organizations: an insider's perspective on these developing streams of research", *Leadership Quarterly*, Vol. 10 No. 2, pp. 145-79.

Conger, J.A. and Kanungo, R.N. (1994), "Charismatic leadership in organizations: perceived behavioral attributes and their measurement", *Journal of Organizational Behavior*, Vol. 15 No. 5, pp. 439-52.

Finegan, J.E. (2000), "The impact of person and organizational values on organizational commitment", *Journal of Occupational and Organizational Psychology*, Vol. 73, pp. 149-69.

Goodwin, V.L., Wofford, J.C. and Whittington, J.L. (2001), "A theoretical and empirical extension to the transformational leadership construct", *Journal of Organizational Behavior*, Vol. 22, pp. 759-74.

Jaros, S.J. (1995), "An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions", *Academy of Management Journal, Best Papers Proceedings*, pp. 317-28.

Judge, T.A. and Bono, J.E. (2000), "Five factor model of personality and transformational leadership", *Journal of Applied Psychology*, Vol. 85 No. 5, pp. 751-65.

Jung, D.I. and Avolio, B.J. (2000), "Opening the black box: an experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership", *Journal of Organizational Behavior*, Vol. 21 No. 8, pp. 949-64.

Kark, R. and Shamir, B. (2002), "The dual effect of transformational leadership: priming relational and collective selves and further effects on followers", in Avolio, B.J. and Yammarino, F.J. (Eds), *Transformational and Charismatic Leadership: The Road Ahead*, Elsevier, Oxford, pp. 67-91.

Kark, R., Shamir, B. and Chen, G. (2003), "The two faces of transformational leadership: Empowerment and dependency", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 246-55.

Kirkpatrick, S.A. and Locke, E.A. (1996), "Direct and indirect effects of three core charismatic leadership components on performance and attitudes", *Journal of Applied Psychology*, Vol. 81 No. 1, pp. 36-51.

Kouzes, J.M. and Posner, B.Z. (2002), *The Leadership Challenge*, 3rd ed., Jossey-Bass, San Francisco, CA.

Krishnan, V.R. (2002), "Transformational leadership and value system congruence", *International Journal of Value-based Management*, Vol. 15 No. 1, pp. 19-33.

Krishnan, V.R. (2004), "Impact of transformational leadership on followers' influence strategies", *Leadership & Organization Development Journal*, Vol. 25 No. 1, pp. 58-72.

Kuhnert, K.W. and Lewis, R. (1987), "Transactional and transformational leadership: a constructive/developmental analysis", *Academy of Management Review*, Vol. 12, pp. 648-57.

Lord, R.G. and Brown, D.J. (2001), "Leadership, values and subordinate self-concepts", *Leadership Quarterly*, Vol. 12 No. 2, pp. 133-52.

Luthans, F., Baack, D. and Taylor, L. (1987), "Organizational commitment: analysis of antecedents", *Human Relations*, Vol. 40, pp. 219-36.

Meglino, B.M. and Ravlin, E.C. (1998), "Individual values in organizations: concepts, controversies, and research", *Journal of Management*, Vol. 24 No. 3, pp. 351-89.

Meglino, B.M., Ravlin, E.C. and Adkins, C.L. (1989), "A work values approach to corporate culture: a field test of the value congruence process and its relationship to individual outcomes", *Journal of Applied Psychology*, Vol. 74, pp. 424-32.

Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1, pp. 61-89.

Meyer, J.P., Allen, N.J. and Smith, C.A. (1993), "Commitment to organizations and occupations: extension and test of a three-component conceptualization", *Journal of Applied Psychology*, Vol. 78, pp. 538-51.

Pawar, B.S. and Eastman, K.K. (1997), "The nature and implications of contextual influences on transformational leadership: a conceptual examination", *Academy of Management Review*, Vol. 22, pp. 80-109.

Pillai, R., Schriesheim, C.A. and Williams, E.A. (1999), "Fairness perceptions and trust as mediators for transformational and transactional leadership: a two-sample study", *Journal of Management*, Vol. 25, pp. 897-933.

Porter, L.W., Steers, R.M., Mowday, R.T. and Boulian, P. (1974), "Organizational commitment, job satisfaction and turnover among psychiatric technicians", *Journal of Applied Psychology*, Vol. 59, pp. 603-9.

Posner, B.Z. (1992), "Person-organization values congruence: no support for individual differences as a moderating influence", *Human Relations*, Vol. 45 No. 4, pp. 351-61.

Rokeach, M. (1973), *The Nature of Human Values*, Free Press, New York, NY.

Rokeach, M. and Ball-Rokeach, S.J. (1989), "Stability and change in American value priorities, 1968-1981", *American Psychologist*, Vol. 44 No. 5, pp. 775-84.

Schwartz, S.H. and Inbar-Saban, N. (1988), "Value self-confrontation as a method to aid in weight loss", *Journal of Personality and Social Psychology*, Vol. 54 No. 3, pp. 396-404.

Shamir, B. (1991), "Meaning, self and motivation in organizations", *Organization Studies*, Vol. 12 No. 3, pp. 405-24.

Shamir, B. and Howell, J.M. (1999), "Organizational and contextual influences on the emergence and effectiveness of charismatic leadership", *Leadership Quarterly*, Vol. 10 No. 2, pp. 257-83.

Shamir, B., House, R.J. and Arthur, M.B. (1993), "The motivational effects of charismatic leadership: a self-concept based theory", *Organization Science*, Vol. 4 No. 4, pp. 577-94.

Shamir, B., Zakay, E., Breinin, E. and Popper, M. (1998), "Correlates of charismatic leader behavior in military units: subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance", *Academy of Management Journal*, Vol. 41 No. 4, pp. 387-409.

Shamir, B., Zakay, E., Brainin, E. and Popper, M. (2000), "Leadership and social identification in military units: direct and indirect relationships", *Journal of Applied Social Psychology*, Vol. 30 No. 3, pp. 612-40.

Tejeda, M.J., Scandura, T.A. and Pillai, R. (2001), "The MLQ revisited: psychometric properties and recommendations", *Leadership Quarterly*, Vol. 12 No. 1, pp. 31-52.

Waldman, D.A., Ramirez, G.G., House, R.J. and Puranam, P. (2001), "Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty", *Academy of Management Journal*, Vol. 44, pp. 134-43.

Weiss, H. (1978), "Social learning of work values in organizations", *Journal of Applied Psychology*, Vol. 63, pp. 711-8.

Further reading

House, R.J. (1977), "A 1976 theory of charismatic leadership", in Hunt, J.G. and Larson, L.L. (Eds), *Leadership: The Cutting Edge*, Southern Illinois University, Carbondale, IL, pp. 189-207.