

Contributing Transformational Leadership Towards Organizational Effectiveness Through Entrepreneurial Passion

Hamed Tahsildari, Mohd Taib Hashim, Wan Normeza Wan
Universiti Teknologi of Malaysia, Kuala Lumpur

hamed_tahsildary@yahoo.com, mdrmtaib@ic.utm.my, normeza@ic.utm.my,

Abstract

The purpose of this paper is to focus on the effect of transformational leadership on organizational effectiveness through the mediating role of entrepreneurial passion. Transformational leadership as the independent variable of this study consists of four factors namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This paper reviews the previous studies concentrated on the relationship among transformational leadership, organizational effectiveness, and entrepreneurial passion. Organizations are eager in effective leadership style in order to increase the effectiveness of their associations. This study presents a conceptual framework for the importance of effective factors to enhance organizational effectiveness.

Key Words: transformational leadership, organizational performance, entrepreneurial passion.

1. Introduction

Kuhnert and Lewis (1987) stated that transformational leadership is not just related to the compliance of followers; this kind of leadership is about to change in the beliefs and the values of the subordinate. Compared with the results of the transactional leaders, who will lead the transformational style have usually further progress and generally considered to be "of a higher order with respect to effort, development and performance" (Bass and Avolio, 1990b). According to Bass (1997) in all nations, the appropriate type of leadership is transformational.

Organizational effectiveness is regularly viewed as the main factor inside business and training area, and also the way to survival in associations of every assorted type in the twenty-first century (Rieley, 1993). The investigation of organizational effectiveness has turned into an extremely vital zone of exploration because of the predominant place associations possess in our lives (Ghorpade, 1970). Zammuto (1982) showed that there has been a distinction of thought on the best way to characterize organizational effectiveness including characterizing it as "the accomplishment of objectives, objective achievement without forcing strains on the authoritative framework, and as far as meeting criteria set by the constituencies of an association".

Vallerand et al. (2003) characterized passion as "a solid inclination to a movement that individuals like, that they discover vital, and in which they contribute time and vitality". Truly, a few well-known researchers have been intrigued by the idea of energy. For example, Descartes (1972) underlined the positive side of passion by portraying it as an extreme positive feeling with intrinsic behavioral inclinations.

Cardon et al (2005) suggest that entrepreneurship can be thought of as a "tale of passion" and Smilor goes so far as to say that passion is "perhaps the most observed phenomenon of the entrepreneurial process" (1997). In addition, entrepreneurial passion is a consciously accessible, intense positive feeling, and entrepreneurial passion results from engagement in activities with identity meaning and salience to the entrepreneur (Cardon et al., 2009). Few scholars have investigated the relationship of transformational leadership and organizational effectiveness through the mediating role of entrepreneurial passion. Therefore, the contribution of this paper is about to focus the relationship of transformational effectiveness and organizational effectiveness through the role of entrepreneurial passion. This paper entails four sub dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

2. Literature Review

2.1 Transformational Leadership

Leaders in transformational leadership motivate subordinate to make efforts for supreme objectives rather than payoffs. According to Kuhnert and Lewis (1987) transformational leadership is not about an exchange of commodities between followers and leaders, it originate in the personal values and beliefs of leaders. This kind of leader is enjoying deeply held beliefs of a person like justice to perform, that cannot be negotiated or 216

exchanged. Transformational leadership is believed to result in employees who take responsibility for their actions, gain rewards through self-reinforcement, and are capable of leading themselves (Kuhnert and Lewis,

1987; Bass and Avolio 1990b). It is believed that transformational leadership leads to employees who take responsibilities for their actions and achieve rewards through self-reinforcement (Kuhnert and Lewis, 1987; Bass and Avolio 1990b).

Bass and Avolio (1990b) claimed that women have seen a tremendous increase of participation in the labor force since the 1970's. This increase is the examples of how the workforce of today has become more diversified in terms of demographics and the needs, values, and attitudes of workers that are different greatly from those of prior generations. The increase of female workers has also led to an increase in women directors. Dunham- Taylor (2000) discovered those adult females who were in leadership positions seemed more transformational than adult male in the same positions. Women were also seen to have gained higher work group effectiveness and higher staff satisfaction than their male colleagues (Bass and Avolio, 1990 b; Dunham-Taylor, 2000).

Swanson (2000) came up with a list of the features of transformational leaders would possess. This researcher claimed that courage, faith in individuals, a lifelong learner and teacher; an expert dealing with uncertainty and a visionary are the characteristics of transformational leaders. Kuhnert and Lewis (1987) also provided some major personal features stated by Bass in 1985 using by transformational leaders to achieve influence like confidence and dominance in the moral righteousness of one's beliefs. (Kuhnert and Lewis, 1987). Articulation of objectives, building an image, showing confidence and providing motivation are some of the traits that belong to a prototype transformational leader. These behaviours can make sure and inspire subordinate without bartering of goods and rights that belong to transactional leadership (Kuhnert and Lewis, 1987).

With the second dimension of glorified impact, the leader utilizes practices, for example, recognizing the needs of individuals over his or her own to create trust, admiration, and profound respect in their workers. Ohman (2000) expressed that in this part of transformational leadership, "communications with the leader are motivating, empowering followers to see the interrelationships between the current work and the vision— and how their work helps fulfilling the vision". The leader is reliable and could be relied on by workers to make the best choice, for example, voiding utilizing force for individual achievement (Bass and Avolio, 1990a, 1994, 1995. Ohman, 2000).

Inspirational motivation includes acting in a manner to give importance and test to followers' work. This serves to spur and rouse those around them. The leader strives to show excitement and confidence, empowering cooperation. The leader imagines a future state for the association and gets subordinates included in this vision. The leader shows a promise to this imparted vision and hierarchical objectives.

The leader verifies that he or she conveys obviously expressed desires and inspires followers to make effort in order to meet these objectives. This can incorporate the utilization of images and similitudes to build understanding (Bass and Avolio, 1990a, 1994; Ohman, 2000). Intellectual stimulation supports innovativeness around workers. The leader never commits open reactions of errors made by others, swaying workers to attempt new methodologies regardless of the fact that their plans contrast from that of the leader. Followers are urged to address presumptions, reframe issues, and strive to offer their remarkable and imaginative points of view. Leader fortify followers to examine old strategies or issues, and incorporate workers at present tending to issues and discovering results. Employees feel upheld in addressing the convictions, presumptions, and qualities of themselves and as well as the leader, which may be old fashioned or wrong for the current issue. Representatives are encouraged to end up more viable issue solvers and are tested to meet their true abilities (Bass and Avolio, 1990a, 1990b, 1994; Bass et al., 1987; Hater and Bass, 1988; Ohman, 2000).

2.2 Organizational Effectiveness

As stated by the previous literature, there have been three methodologies that have been most normally utilized within the investigation of organizational effectiveness namely the goal approach, the systems resource approach, and the process approach. A fresher approach has emerged called the multiple constituency approach, which is a mixture of the initial three. Cameron and Whetton (1983) clarified the need for a few models of organizational effectiveness. Since there is an assortment of organizational conceptualizations that exist, this prompts issues with defining meanings of and evaluating criteria of effectiveness, prompting a need for a mixture of models of organizational effectiveness. Since associations contrast as to their societal capacities, it is reasonable that they might differ regarding size, shape, and structure. It is likewise unsurprising that they might be diverse with respect to institutional interrelationships and operational circumstances. Due to these distinctions, Ghorpade 217

(1970) claimed that it is troublesome to discover one technique for measuring organizational effectiveness, since "criteria which fit certain associations miss the mark when connected to others".

23. Dimensions of Entrepreneurial Passion

In light of scientific classification of entrepreneurial exercises proposed by Gartner et al., (1999), Cardon et al. (2009) presented three parts of entrepreneurial passion: (a) passion for inventing, (b) passion for founding, and (c) passion for developing. First and foremost, a *passion for inventing* is centered upon exercises connected with scanning for new business open doors and making new products or administrations (Cardon et al., 2013). People with a passion for inventing may search for new opportunities and appreciate executing new thoughts (Van de Ven, 1986). As being what is indicated, passion for creating identifies with exercises included in distinguishing, making, and investigating new business open doors (Cardon et al., 2009). Second, a passion for establishing methods gathering the monetary, human, and social capital needed to make and actualize another venture (Cardon et al., 2009). Entrepreneurs with a passion for establishing primarily appreciate the procedure of beginning up another business. Thusly, the passion identifies with exercises included in making another venture for commercializing and misusing business open doors (Cardon et al., 2009). Third, a passion for developing is connected with creating new markets and growing the the size of the venture by sales, market, and firm development (Cardon et al., 2009; Cardon et al., 2013). Entrepreneurs with a passion for developing may appreciate exercises, for example, overhauling products and administrations to supplement their existing ones or heading the firm to the following level of rivalry. All things considered, a passion for creating identifies with exercises included in supporting, developing, and growing the wander once it has been venture (Cardon et al., 2009).

In outline, several entrepreneurs may be equitably passionate about every one of the three parts, while others may view one passion as more notable than the others (Cardon et al., 2009). Around these three parts of entrepreneurial passion, this study principally concentrates on the passion for inventing. Since this study investigates workers' entrepreneurial passion, the other two passions, the passion for establishing and the passion for creating may not be applicable to depict workers' entrepreneurial passion. Besides, the passion for inventing is nearly connected with era and execution of new thoughts (Van de Ven, 1986).

3. Conceptual Framework

3.1 Transformational Leadership and Organizational Effectiveness

Pratt and Eitzen (1989) were intrigued by uncovering whether transformational leadership or authoritarian leadership was more inclined to be identified with accomplishment inside an association. In their previous studies, it was found that there were blended indicators with respect to the effectiveness of these styles. It was demonstrated that each style could help an association's prosperity relying upon the circumstances. As stated by Fiedler (1967) found that dictator administration was well on the way to be successful in steady, organized circumstances, while transformational leadership was destined to be compelling in circumstances including change, uncertainty, and outer threat (Pratt and Eitzen, 1989).

Prekert and Ehnfors (1997) discovered just a little measurably inconsequential relationship between transformational leadership and the level of hierarchical effectiveness in a healing center association. The outcomes of their study repudiate the customarily held thought that transformational leadership "is better than different sorts of leadership, free of the hierarchical connection". The effects of this study did not demonstrate that transformational leadership had a stronger affect on hierarchical effectiveness than different styles, for example, transactional leadership.

Weese (1996) found in their survey of previous studies that "support for the preface that leadership essentially affects organizational effectiveness rises up out of numerous scholars". Zwingman- Bagley (1999) led a study to research the effect of leader or administration style on hierarchical effectiveness in the zone of fiscal conclusions. She found that "leadership and administration style have an immediate relationship to capacity to attain positive money related conclusions" (Zwingman-Bagley 1999). Bass and Avolio (1994) found that transformational leadership "has additionally been demonstrated to be all the more determinedly connected with easier turnover rates, higher research gainfulness, higher fulfillment and responsibility, and also more excellent general hierarchical achievement". Bass and Avolio (1990b) found that in the fiscal business of Canada, transformational leadership was fundamentally connected with level of unit execution. Geyer and Steyrer (1998) discovered in their study that the center measurements of transformational leadership were exceedingly associated with the long haul execution

20 banks. They discovered that personal thought, then again had a stronger association with the transient execution of the bank. They likewise uncovered that the unforeseen prize variable of transactional leadership was really contrarily connected with execution, and that management by special case was just identified with execution on a transient level.

3.2 Transformational Leadership and Entrepreneurial Passion

To begin with, directors showing appealing part displaying practices will conceivably change the characters toward oneself of employees and in the end make their dreams compatible with the leaders' (Eisenbeiss and Boerner, 2010). This procedure of making the vision bound together and compatible is a key component for forming entrepreneurial enthusiasm around workers, since administrators of little associations are not able to perform everything needed to fulfill the vision and need workers who can impart the vision and cooperate to them. This may be particularly basic in beginning associations, as workers who can conceivably shape the association's future (Cardon and Stevens, 2004). Recognizable proof as a major aspect of the establishing organization is liable to build the weightiness of the association to employees and thusly to expand employees' entrepreneurial passion.

Second, transformational leaders are more inclined to show their energy to workers, given that transformational leadership depends upon helpful inspiration, which intrinsically influences entrepreneurial passion around workers. Persuasive inspiration as vision and a feeling of mission raises levels of positive thinking and energy in workers (Dubinsky et al., 1995) and is built not just in light of showing passion to workers, additionally on encouraging entrepreneurial passion around workers (Cardon, 2008). Accordingly, workers will encounter both positive extreme affections for the entrepreneurial vision and a feeling of importance of those exercises inside the entrepreneurial firm (Cardon, 2008). In this manner, managers who show persuasive inspiration will be more inclined to expand employees' entrepreneurial passion.

Third, through intellectual stimulation, transformational pioneers energize subordinates to test existing presumptions and working techniques (Bass, 1985) and to approach old circumstances in creative ways (Eisenbeiss and Boerner, 2010). When workers create a solid enthusiastic connection to their administrators (Dasborough and Ashkanasy, 2002), they endeavor to live up to their pioneers' requests and desires paying little mind to the level of test. Accordingly, intellectual stimulation turns into a motivational variable (i.e., Herzberg et al., 1959) for entrepreneurial passion among workers.

Fourth, individual thought identifies with the guiding conduct of transformational leaders, who take unique contrasts around subordinates into attention (Eisenbeiss and Boerner, 2010). Taking into account this, transformational pioneers construct a coordinated association with their subordinates and think about their distinctive needs, aptitudes, and wishes (Gumusluoglu et al., 2009b). Consequently, managers with transformational leadership attempt to help every worker (Bass, 1990). This interpersonal relationship between managers and employees will give a suitable ground to emotional contagion of managers' passion to workers. In the wake of sensing the emotional connections with transformational leaders, employees will have the capacity to shape entrepreneurial passion.

3.3 Entrepreneurial Passion and Organizational Effectiveness

An energetic workforce is imperative for corporate success. Accordingly, over the last few years, interest in human energy at work has increased (Quinn et al., 2012). How much time and energy workers invest in their job depends on numerous factors. Some may need the extra money, a few might be addicted to work, and others may want to impress their employers and have a better chance for a promotion (Ng et al., 2007). The dualistic model of passion (Vallerand and Houliort, 2003) defines passion as a strong inclination toward an activity that we love, in which we invest a significant amount of time and energy that we find important, and that defines us.

The concept of passion has generated some interest in the work context. Past research has shown that passionate workers are assets for organizations (Chen et al., 2009) as they significantly help increase venture performance and capitalists' investment, as well as effectiveness. Passionate entrepreneurs are found to expend increase effort, be more persistent and experience higher levels of enthusiasm (Cardon et al., 2005).

Recently, Liu et al. (2011) showed that harmonious passion for work was positively related to job creativity. Harmonious passion for work is also related to flow, psychological well-being, decreases in work-family conflicts, and work satisfaction (Vallerand et al., 2010). Harmonious passion also has a positive influence on relationships' quality in the workplace (Philippe et al., 2010). Carbonneau et al. (2008) found that harmonious 219

passion for teaching was positively related to work satisfaction and positive student behaviors over a period of three months.

3.4 Related Theories

3.4.1 Leadership within Organizational Contexts

Bass (1985) developed a theory of leadership within organizational contexts (Howell and Higgins, 1990). According to Bass (1985), transformational leaders articulate and present a clear vision, demonstrate enthusiasm and passion for the vision, and inspire and motivate employees to work hard to obtain that vision. In summary, transformational leadership requires a leader to inspire others and create a collective vision (Burns, 1978). The independent variable of this study is transformational leadership. Transformational leaders inspire and motivate followers to perform at exceptional levels (Bass, 1985).

Conceptual Framework

Our study suggests that transformational leadership could have a stronger effect on organizational effectiveness through the mediating role of entrepreneurial passion. In this regard our conceptual framework provides a big picture regarding the relationship among the variables of the study.

4. Discussion

Smilor (1997) remarked that "passion is maybe the most watched sensation of the entrepreneurial methodology". In light of this remark, passion may perform an essential part in an entrepreneurial connection. Analysts concentrating on entrepreneurial inspiration have acknowledged passion for giving the inspiration businesses need to do whatever it takes to complete their goals (Shane et al., 2003) and to guide their practices and quest for business destinations (Baum et al., 2001). As being what is indicated, it is vital for business specialists to comprehend the hypothetical definition and subsets of entrepreneurial passion.

Entrepreneurial passion could be characterized as "deliberately open compelling positive emotions accomplished by engagement in entrepreneurial exercises connected with parts that are significant and notable to the identity toward oneself of the business visionary" (Cardon et al., 2009). This definition has three vital components (Cardon, 2008; Cardon et al., 2009). To start with, entrepreneurial orientation includes positive and serious emotions that are not flashing yet persevere for long times of time. Second, entrepreneurial orientation is for wander related goals that are seen as significant to the business person (Cardon, 2008). Third, entrepreneurial orientation has a motivational component that animates entrepreneurs to overcome unmistakable and impalpable impediments (Cardon et al., 2009). Accordingly, entrepreneurial orientation reflects positive feelings, as well as includes a profound personality association between the business visionary and the new venture. For better understanding of entrepreneurial passion, it is likewise useful to separate between entrepreneurial passion, emotion, and temperaments. As stated by Robbins and Judge (2009), emotion is an extraordinary feeling that is regulated at 220

somebody or something. Emotions are shorter-term roundabout influences, while entrepreneurial passion is longer-term persisting influences (Cardon, 2008). This reflects that his entrepreneurial enthusiasm was enduring as opposed to flashing. Besides, entrepreneurial passion is likewise recognized from moods (Cross and Travaglione, 2003).

Moods are feeling that have a tendency to be low force and that are frequently random to a contextual stimulus (Robbins and Judge, 2009). A person could be in a positive mood on a specific day paying little heed to any particular reason, while entrepreneurial passion dependably includes serious and positive emotions to particular and testing targets. In this way, entrepreneurial passion has been recognized as a focal component in entrepreneurship (Smilor, 1997).

Since entrepreneurial passion is another construct, there are constrained studies connecting it with different variables, for example, workers attitudes and behaviours. Despite this limitation, it has gained colossal consideration from both enterprise and hierarchical conduct analysts.

Leadership is "innately a passionate procedure, where pioneers show feeling and endeavor to bring out feeling in their followers" (Dasborough and Ashkanasy, 2002). Since entrepreneurial energy is connected with enthusiastic contagion the "getting" of feelings from others (Barker and Grandey, 2006) it might be useful to see how transformational leaders depend on passionate engages bring out entrepreneurial enthusiasm. Robbins and Judge (2009) remarked, "Once leaders feel energized, eager, and dynamic, they may be less averse to invigorate their followers and pass on a feeling of adequacy, fitness, good faith, and pleasure". Directors realize that emotional contagion is significant if workers are to get tied up with their vision of their organization's future and acknowledge the explanation for innovation implementation (Robbins and Judge, 2009).

Transformational leadership can upgrade emotional contagion (Sullins, 1991) through social examination (Cardon, 2008). This is the "just for one and one for all" idea, where directors and workers participate to beat an enormous test and when workers can relate to the supervisors in a compelling manner (Cardon, 2008). Transformational leadership includes making changes in an existing procedures, product, or administration and actualizing innovation through romanticized impact, moving inspiration, and singular attention (MacKenzie et al., 2001. Podsakoff et al., 1990). In that capacity, managers showing transformational leadership practices are to enhance employees' entrepreneurial passion in four ways.

5. Conclusion

Organizations attempt to find out appropriate kind of leadership in order to enhance their efficiency. Organizational effectiveness is considered as the major element inside business and it is also the way to survival in organizations of every assorted type in the twenty-first century (Rieley, 1993). The investigation of organizational effectiveness has turned into an extremely vital zone of exploration because of the predominant place associations possess in our lives (Ghorpade, 1970). Research has shown that transformational leadership contributes to organizational effectiveness.

In organizations, transformational leadership is considered as the capability to impact employees toward achieving the objectives by shifting the beliefs, values, and needs of the subordinates. A transformational leader makes a goal of what could be finished by the organization and can engage others with that goal (Ohman, 2000). Transformational leaders are more likely to increase employees' entrepreneurial passion which eventually will lead to increasing the efficiency of the organizations. Future researchers are advised to focus on the variables that are relevant to the relationship of transformational leadership and organizational effectiveness. In addition, further researches are suggested to investigate the variables that could moderate the relationship of transformational leadership and organizational effectiveness from various perspectives.

REFERENCES:

- Barker, P. B. and Grandey, A. A. (2006). Service with a Smile and Encounter Satisfaction: Emotional Contagion and Appraisal Mechanisms. *Academy of Management Journal*, 49(6), 1229-1238.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York:Free Press.
- Bass, B. M. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3),19-32.
- Bass, B. M. (1995). Theory of transformational leadership redux. *The Leadership Quarterly*, ,463-478. 221

- Bass, B. M. (1997). Does the transactional transformational leadership paradigm transcend organizational and national boundaries. *The American Psychologists*, 52 (2), 130-139.
- Bass, B. M., and Avolio, B. J. (1990a). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 4, 21-37.
- Bass, B. M., and Avolio, B. J. (1990b). The implications of transactional and transformational leadership for individual, team, and organizational development. *Research in Organizational Change and Development*, 4, 231- 272.
- Bass, B. M., and Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Binghamton: Sage Publications.
- Bass, B. M., Avolio, B. J., and Goodheim, L. (1987). Biography and the assessment of transformational leadership at the world-class level. *Journal of Management*, 13 (1), 7-19.
- Baum, J. R., Locke, E. A., and Smith, K. G. (2001). A multidimensional model of venture growth. *Academy of Management Journal*, 44, 292-303.
- Burns, J. (1978). *Leadership*. New York : Harper and Row, Publishers, Inc.
- Cameron, K. S., and Whetton, D. A. (1983). *Organizational effectiveness: A comparison of multiple models*. San Diego: Academic Press, Inc.
- Cardon, M.S., Zietsma, C., Saporito, P., Matherne, B. and Davis, C. (2005), "A tale of passion: new insights into entrepreneurship from a parenthood metaphor", *Journal of Business Venturing*, Vol. 23 No. 1, pp. 23-45.
- Cardon, M. S. (2008). Is passion contagious? The transference of entrepreneurial passion to employees. *Human Resource Management Review*, 18, 77-86.
- Cardon, M. S., Gregoire, D. A., Stevens, C. E., and Patel, P. C. (2013). Measuring entrepreneurial passion: Conceptual foundations and scale validation. *Journal of Business Venturing*, 28(3), 373-396.
- Cardon, M. S., and Stevens, C. (2004). Managing human resources in small organizations: What do we know? *Human Resource Management Review*, 14(3), 295-323.
- Cardon, M. S., Wincent, J., Singh, J., and Drnovsek, M. (2009). The Nature and Experience of Entrepreneurial Passion. *Academy of Management Review*, 34(3), 511-532.
- Chen, X.-P., Yao, X., and Kotha, S. (2009). Passion and preparedness in entrepreneurs' business plan presentations: A persuasion analysis of venture capitalists' funding decisions. *Academy of Management Journal*, 52(1), 199-214.
- Cross, B., and Travaglione, A. (2003). The untold story: Is the entrepreneur of the 21st century defined by emotional intelligence? *The International Journal of Organizational Analysis*, 11(3), 221-228.
- Crossan, M. M., and Apaydin, M. (2010). A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature. *Journal of Management Studies*, 47(6), 1154-1191.
- Dasborough, M. T., and Ashkanasy, N. M. (2002). Emotion and attribution of intentionality in leader-member relationships. *The Leadership Quarterly*, 13, 615- 634.
- Descartes, R. (1972). *Les passions de l'âme* [The passions of the soul]. In E. S. Haldane and G. Ross (Trans.), *The philosophical works of Descartes*. Cambridge, MA: Cambridge University Press. (Original work published 1649)
- Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., and Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling and Sales Management*, 15, 17-29.
- Dunham-Taylor, J. (2000). Nurse executive transformational leadership found in participative organizations. *Journal of Nursing Administration*, 30 (5), 241-250.
- Eisenbeiss, S. A., and Boerner, S. (2010). Transformational Leadership and RandD Innovation: Taking a Curvilinear Approach. *Creative and Innovation Management*, 1-9.
- Fiedler, F. E. (1967). *A theory of leadership effectiveness*. New York: McGraw-Hill.
- Gartner, W. B., Starr, J. A., and Bhat, S. (1999). Predicting new venture survival: An analysis of "anatomy of a startup" cases from Inc. magazine. *Journal of Business Venturing*, 14, 215-232.
- Gebert, D., Boerner, S., and Kearney, E. (2010). Fostering Team Innovation: Why Is It Important to Combine Opposing Action Strategies? *Organization Science*, 21(3), 593-608.

- Geyer, A. L. Z., and Steyrer, J. M. (1998). Transformational leadership and objective performance in banks. *Applied Psychology*, 47 (3), 397-420.
- Ghorpade, J. (1970). Study of organizational effectiveness: Two prevailing viewpoints. *Pacific Sociological Review*, 13, 31-40.
- Gumusluoglu, L., and Ilsev, A. (2009b). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, 62, 461-473.
- Hansen, S. O., and Wakonen, J. (1997). Innovation, a winning solution? *International Journal of Technology Management*, 13, 345-358.
- Harris, E. K. (1996). *Customer Service: A practical approach*. Upper Saddle River, New Jersey: Prentice Hall.
- Hater, J. J., and Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73 (4), 695-702.
- Herzberg, F., Mausner, B., and Snyderman, B. (1959). *The Motivation to Work*. New York: Wiley.
- Howell, J. M., and Higgins, C. A. (1990). Champions of change: Identifying, understanding, and supporting champions of technological innovations. *Organizational Dynamics*, 19, 40-55.
- Judge, T. A., and Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85, 751-765.
- Kuhnert, K. W., and Lewis, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management Review*, 12 (4), 648-657.
- Lee, J. (2007). Effects of leadership and leader-member exchange on innovativeness. *Journal of Managerial Psychology*, 23(6), 670-687.
- Liu, D., Chen, X-P. and Yao, X. (2011), "From autonomy to creativity: a multilevel investigation of the mediating role of harmonious passion", *Journal of Applied Psychology*, Vol. 96 No. 2, pp. 294-309.
- MacKenzie, S. B., Podsakoff, N. P., and Rich, G. A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of Academy of Marketing Science*, 29(2), 115-134.
- Ng, T.W.H., Sorensen, K.L. and Feldman, D.C. (2007), "Dimensions, antecedents, and consequences of workaholism: a conceptual integration and extension", *Journal of Organizational Behavior*, Vol. 28 No. 1, pp. 111-136.
- Ohman, K. A. (2000). The transformational leadership of critical care nurse-managers. *Dimensions of Critical Care Nursing*, 19 (1), 46-53.
- Philippe, F.L., Vallerand, R.J., Houliort, N., Lavigne, G. and Donahue, E.G. (2010), "Passion for an activity and quality of interpersonal relationships: the mediating role of emotions", *Journal of Personality and Social Psychology*, Vol. 98 No. 6, pp. 917-932.
- Podsakoff, P. M., MacKenzie, S. B., and Fetter, R. (1990). Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours, *The Leadership Quarterly*, 1, 107-142.
- Pratt, S. R., and Eitzen, D. S. (1989). Contrasting leadership styles and organizational effectiveness: The case of athletic teams. *Social Science Quarterly*, 70 (2), 311-322.
- Prenkert, F., and Ehnfors, M. (1997). A measure of organizational effectiveness in nursing management in relation to transactional and transformational leadership: A study in a Swedish county hospital. *Journal of Nursing Management*, 5, 279-287.
- Quinn, R. W., Spreitzer, G. M., and Lam, C. F. (2012). Building a sustainable model of human energy in organizations: Exploring the critical role of resources. *Academy of Management Annals*, 6(1), 337-396.
- Rieley, J. B. (1993). The circular organization: how leadership can optimize organizational effectiveness. *National Productivity Review*, 13 (1), 11-20.
- Robbins, S. P., and Judge, T. A. (2009). *Essentials of Organizational Behaviour* (13th Edition). Prentice-Hall Inc.
- Schumpeter, J. A., (1934). *Theory of economic development*. Cambridge, MA: Harvard University Press.
- Shane, S. Locke, E.A., and Collins, C.J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 257-279.
- Smilor, R. W. (1997). Entrepreneurship: Reflections on a subversive activity. *Journal of* 223

Business Venturing, 12, 341-346.

Sullins, E. S. (1991). Emotional contagion revisited: Effects of social comparison and expressive style on mood convergence. *Personality and Social Psychology Bulletin*, 17(2), 166–174.

Swanson, J. W. (2000). Zen leadership: Balancing energy for mind, body, and spirit harmony. *Nursing Administration Quarterly*, 24 (2), 29-33.

Tushman, M. L., and Nadler, D.A. (1986). Organizing for innovation. *California Management Review*, 28(3), 74-

Vallerand, R.J. and Houliort, N. (2003), "Passion at work: toward a new conceptualization", in Gilliland, S.W., Steiner, D.D. and Skarlicki, D.P. (Eds), *Emerging Perspectives on Values in Organizations*, Information Age Publishing, Greenwich, CT, pp. 175-204.

Vallerand, R.J., Paquet, Y., Philippe, F.L. and Charest, J. (2010), "On the role of passion in burnout: a process model", *Journal of Personality*, Vol. 78 No. 1, pp. 289-312.

Van de Ven. A. (1986). Central problems in the management of innovation. *Management Science*, 32, 590-607.

Weese, W. J. (1996). Do leadership and organizational culture really matter? *Journal of Sport Management*, 70(2), 197-206.

Zammuto, R. F. (1982). *Assessing organizational effectiveness: Systems change, adaptation, and strategy*. Albany: State University of New York Press.

Zwingman-Bagley, C. (1999). Transformational management style positively affects financial outcomes. *Nursing Administration Quarterly*, 23 (4), 29-34.

Zwingman-Bagley, C. (1999). Transformational management style positively affects financial outcomes. *Nursing Administration Quarterly*, 23 (4), 29-34.

