Leadership Behaviour And Organizational Commitment

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Organizational Behaviour Sage Publications (CA) The purpose of this study was to investigate the relationship between transformational, transactional and Laissez-faire leadership styles with organizational commitment and retention in the organization. The survey was conducted in Lebanon and Qatar and a questionnaire was distributed on 100 employees for that purpose. The results of the study revealed that there is a positive relationship between transformational and transactional leadership styles with employee commitment, white there is a negative relationship between laissez-faire leadership style and employee commitment, and there is a positive relationship between commitment and retention in the organization. The main conclusion was that leadership styles bring changes in the behaviors of employees. Therefore, managers should know the implications of using specific leadership styles and should be trained on using transformational and transactional leadership styles. *The Impact of Leadership on Organizational Commitment* LAP Lambert Academic Publishing
What is a committed employee? Are such employees better or worse off than uncommitted employees? What are the organizational advantages and disadvantages of having a committed workforce? This book overviews academic and popular perspectives on commitment in employees. It examines the multiple faces of commitment and the links that have been established between the various forms of commitment and organizational behaviour. In addition, questions concerning individual differences, organizational characteristics, job characteristics and work experiences associated with commitment are explored. The volume concludes with a discussion of what organizations can do to manage commitment effectively, including under difficult circumst
South African Human Resource Management The Association Between Organizational Culture and Leadership Behaviour and Organizational Commitment, Job Satisfaction and Employee PerformanceThe Relationship Between Leadership Style and Organizational Commitment in Selected Wisconsin Elementary SchoolsLeadership for Follower Commitment Both the framework and the book make notable contributions to both theory and practice. The book will be of value to scholars and organization leaders in understanding the concepts of value creation and organizational effectiveness. It will be an aid to consultants in conceptualizing strategies for organizations and in counselling leaders on how to operationalize the concepts in their organizations. S.R. Mohnot, Global Business Review This is a very readable and excellently presented volume. It will interest anyone concerned with organizational effectiveness and the competing values model. Economic Outlook and Business Review I recommend this book to anyone wishing to understand and practice leadership. Leadership is often treated in mutually-exclusive categories, such as Theory X vs. Theory Y, managers vs. leaders, transactional vs. transformative, initiation vs. consideration, etc. The Competing Values Framework presented in this book transcends these dualities. It features eight competing but complementary values that are critical for managing today s complex and pluralistic organizations. The framework emphasizes the need for balance among the eight leadership roles, and an appreciation of the context, timing, and contingencies when the leadership roles facilitate and inhibit collective endeavors. I have followed the development and testing of the Competing Values Framework over the years. It makes important contributions to both theory and practice. It stimulates positive learning outcomes for students and managers. Andrew H. Van de Ven, University of Minnesota, US Creating value in a firm is an enormously complex endeavor. Yet, despite its complexity, value creation is the objective of every enterprise, every worker, and every leader. The Competing Values Framework can help leaders understand more deeply and act more effectively. In the first book to comprehensively present this framework, the authors discuss its core elements and focus attention on rethinking the notion of value. They emphasize specific tools and techniques leaders can use to institute sustainable change. The Competing Values Framework was developed in response to the need for a broadly applicable model that would foster successful leadership, improve organizational effectiveness, and promote value creation. It helps leaders think differently about value creation and shows them how to clarify purpose, integrate practices, and lead people. Named one of the 40 most important frameworks in the history of business, it has been studied and tested in organizations for more than 25 years. Currently used by hundreds of firms around the world, the Competing Values Framework serves as a map, an organizing mechanism, a sense-making device, a source of new ideas, and a learning system. This accessible resource will be of great use to organizational scholars interested in the concepts of value creation, organizational effectiveness, and competing values; to leaders and managers interested in enhancing and

creating value in their organizations; and to change agents and consultants who use the Competing Values Framework as part of their intervention strategies or who are looking to help improve organizations.

The Relationship Between Organizational Commitment and Transformational and Transactional Leadership Styles in Government Contract Employees Edward Elgar Publishing Organizational commitment and transformational leadership have been found to correlate positively with each other and with organizational effectiveness. However, much of the commitment research has been based on traditional organizations with employment relationships, raising questions as to whether the research can be generalized to voluntary organizations. Research on transformational leadership has occurred across a broad spectrum of organizations and causal links to objective measures of performance have been hypothesized. The purpose of this research was to extend the existing commitment, leadership, and organizational effectiveness research into the context of a voluntary organization, and contribute new knowledge and understanding of these relationships. The nature of a specific voluntary organization, the Corps of Cadets at Texas A & M University, was examined in terms of the relationships among affective commitment to the organization, transformational leadership style, and ultimately organizational effectiveness. A hypothesized causal model was proposed to explain the relationships among these three variables. The Affective Commitment Scale and Multifactor Leadership Questionnaire were found to be valid and reliable in the voluntary organization examined. Consistent with prior research, a significant positive correlation was found between affective commitment and transformational leadership. However, extending this relationship to organizational effectiveness through the hypothesized causal model was not supported.

A Quantitative Examination of the Relationship Between Leadership and Organizational Commitment in Employees of Faith-based Organizations Vedantrustyyt

The objective of this research was to examine the relationship between leadership practice and organizational commitment in employees in faith-based organizations. The research utilized Bass and Avolio's Multifactor Leadership Questionnaire (MLQ) Leader Form and Meyer and Allen's Three-Component Model (TCM) Employee Commitment Survey. The purpose of the research was to determine whether there was a relationship between leadership style and organizational commitment. Attributed idealized

influence (IIA), behavioral idealized influence (IIB), inspirational motivation (IM), and contingent reward (CR) predicted affective commitment. Attributed idealized influence (IIA), inspirational motivation (IM), intellectual stimulation (IS), individual consideration (IC), active management-by-exception (MBEA), and transactional leadership predicted continuance commitment. Intellectual stimulation (IS) and passive management-by-exception (MBEP) predicted normative commitment. Transformational leadership predicted all commitment types (affective, continuance, and normative). Although a slight linear relationship was discovered, there was no statistical significance between the variables of leadership style and organizational commitment of employees in faith-based organizations.

The Relationship Between Leadership Styles and Organizational Commitment World Scientific

"This study focuses especially on aspects of transformational leadership and its impact on organizational culture and behaviour within organizations in Syria." -- P. iv.

The Relationship Between Organizational Culture, Management Leadership Style and Organizational Commitment and Their Impact on Organizational Outcomes in a High-technology Organization Irwin Professional Publishing

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.

Servant Leadership Styles and Strategic Decision Making Routledge

"[This book] offers a comprehensive review of the new approaches to leadership research. . . . What becomes clear from this book is that the kind of leadership research that emerged in the 1980s is still in an infant stage and that there are a lot of issues that require further attention. By exploring the ambiguities, inconsistencies or matters that require clarification, Bryman succeeds in writing a valuable contribution to understanding new approaches to leadership. . . . This book is recommended reading for any scholar in the field of leadership." --Organization Studies "The sheer breadth of the text means that it is a book one will return to recurrently. . . . Bryman's text proves a useful way of sociologically

connecting some more influential recent approaches in the management field with traditions of serious scholarship that have slightly longer legs than the latest business school fad. . . . The book offers many excellent examples and discussions of identities which might be considered to be charismatic, from religion, social movements, politics, and organizational life in business. . . . The book is a useful and timely contribution to the sociology of organizations and management. . . . It redefines a field of analysis in ways that are provocative and may be important. . . . The book is to be recommended." --Sociology "Charisma and Leadership in Organizations is an excellent book. The clarity of style and argument is exceptional, the mixture of theory and exemplification just right. Indeed, some of the cases drawn on to illuminate the arguments are fascinating as well as diverse --Gladstone, Hitler, and Tony Benn are to be found here as well as the Jehovah's Witnesses, theReverend Moon and the film directory Michael Cimino. . . . Perhaps the beauty of this text from the point of view of both author and publisher is that it could have very wide uses: not only the business undergraduate and MBA market but also sociologists and other social science students as well as, of course, their lecturers. Certainly, Bryman's book is the kind of text that could lead you unhesitatingly to constructing an option on leadership and charisma, or to dwelling at length upon these topics within a more general course. Within business studies and organisational behavior courses it is to be hoped that Charisma and Leadership comes to be seen as more than just another specialist text." --The Service Industries Journal "Alan Bryman . . . has extended our understanding of this subject through his latest book. . . . The use of vignettes located within several chapters illustrated and clarified many of Bryman's major points. Moreover, the integration and reference to leadership theories presented in the early chapters connected major ideas presented by either supporting or refuting them. I also found the brief summaries at the end of each chapter to be helpful. . . . Bryman clearly and simply removes the cloud that often surrounds charisma and leadership. He enunciates his presentation concisely and enables readers to easily assess the strengths and weaknesses of the New Leadership. From a theoretical perspective, I think it is time we accept such a paradigm. I recommend a copy of this book to those interested in expanding their knowledge about an exciting area within the leadership domain." --Business Horizons "The author provides a detailed review of the literature associated withthe concept of 'New

Leadership, ' together with some ideas of his own on a fascinating subject." --Long Range Planning "The author has thoroughly researched the topic of charisma and its effect on leadership. . . . We desperately need the 'new leaders' he describes." --Henry F. Houser, Professor of Management, Auburn University at Montgomery How do executives like Lee Iacocca and Steve Jobs consistently reap excellent job performance, loyalty, and praise from employees? In recent years, researchers and practitioners concerned with the effective functioning of organizations have scrutinized this subject carefully. In Charisma and Leadership in Organizations, Alan Bryman explores the nature of these charismatic qualities by questioning the differences between management and leadership, the role of vision, and the nature of transformational leadership. By examining the vanguards of contemporary business and by drawing examples from the lives of holy men of late antiquity, Sufi saints, nineteenth century millenarian chiefs, and political figures like Nkrumah and Gladstone, Bryman brings a fresh perspective to the discussion of charismatic leadership. Most notably, he specifically and emphatically rejects the notion that charisma is a mystical quality that denotes personal magnetism. Finally, Bryman discusses the nature of charisma in relation to the 'New Leadership' school of thought. Intended for students, academics and professionals in management and organization studies as well as for sociologists and social science students, Charisma and Leadership in Organizations is a timely work that provides a much needed critical review of current leadership literature.

Organizational Behavior in Health Care Juta and Company Ltd
Research in the organizational psychology and organizational behaviour literature has identified the existence of multiple dimensions of OC and found different relationships between these dimensions and important organizational factors and outcomes. In an attempt to add to the efforts to clarify these relationships, this study focuses on the relationships between organizational factors such as human resources management (HRM) practices, leadership and trust, and organizational commitment within an academic environment. A sample of 246 employees from eleven South African institutions of higher learning was used in the study. The sample was made up of 67.88% respondents from Technikons and 28.86% from Universities. Females accounted for 45.12% of the sample while males were 54.51%. The average age of respondents was 41.9 years. ANOVA was used to determine the

relationship between demographic factors and organizational commitment. The results of the ANOVAs showed no significant relationship between the demographic factors and organizational commitment. The only significant relationship was found between the type of academic institution and total organizational commitment. Tukey's studentized range test indicated significant differences in the means of respondents from full-time residential institutions and those from institutions with a combination of fulltime residential and part-time non-residential students. Respondents from the later type of institutions had reported more total organizational commitment. Pearson's Product Moment Coefficient was used to determine the inter-relationships between the total scales and subscales of the different variables. Significant inter-correlations were found between trust and HRM, trust and organizational commitment, leadership style and trust, and leadership style and HRM. Multiple Regression Analysis indicated weak predictions of organizational commitment by the different independent variables. Structural equations models could not be accepted as they showed weak fits with the data. In light of these findings, suggestions are provided for academic institution managers to evaluate the role of HRM practices, leadership style and trust in influencing commitment to the organization and organizational trust. Suggestions are also made as to how leadership style and HRM practices can affect the role of trust in the development of organizational commitment, and how OC research can provide practical results for academic institutions.

The Effects of Leadership Style and Behavior on Perceived Organizational Support and Organizational Commitment SAGE Publications
The U.S. health care industry continues to grow and change dramatically. With the passage of the Affordable Care Act, the industry has experienced some of the most dynamic changes that health care managers have seen. In the coming years, more system-wide changes will occur as we continue our push forward to achieve value-based health care. Health care managers are quickly learning that what worked in the past may not work in the future. Organizational Behavior in Health Care, Third Edition is specifically written for health care managers who are on the front lines every day, motivating and leading others in a constantly changing, complex environment. Designed for graduate-level study, this book introduces the reader to the behavioral science literature relevant to the study of individual and group behavior, specifically in healthcare organizational settings. Using an applied focus, it provides a clear and concise overview of the essential topics in

organizational behavior from the healthcare manager's perspective. The Third Edition offers: • More application examples of the theories and concepts throughout all chapters • New and updated case studies • Diversity chapter updated for recent demographic changes affecting the industry • Contemporary leadership chapter broadened to include collaborative leadership characteristics and skill set

The Relationship Between Leadership Behaviour and Organizational Commitment on Quality Management Practices Among Administrative Officers in International Islamic University Malaysia (IIUM) Springer
This study investigates the association of leadership styles (transformational and transactional) with the organizational commitment in UK electronic manufacturing sector. Data collection is made through research instrument (questionnaire) and applied statistical tools (Pearson correlation one tail test) through the SPSS on the collected data. Overall finding shows that leadership styles have positive relationship toward high the level of attachment or organizational commitment. Electronics manufacturing sector adopting transformational leadership style at divisional level and also play role at functional level while transactional leadership has play more role at operational level while also play little bit role at functional level. This research study adds knowledge in the body of literature regarding leadership style role in developing organizational commitment in electronic services manufacturing sector.

The Influence of Leadership Style on Organizational Commitment in Board Certified Behavior Analysts IGI Global
This study sought to determine if a relationship exists between leadership styles and organizational commitment in government contract employees. The psychological contract theory, expectancy theory, and transactional and transformational leadership theories framed the study purpose. The quantitative research method using the Pearson correlational statistical design was used to assess variable relationships. The Multifactor Leadership Questionnaire (MLQ) and the Three-Component Model (TCM) of Commitment were used to collect data from a sample of government contract employees. The results revealed weak but no statistically significant relationship between transformational and transactional leadership styles and organizational commitment. The study also found weak but no significant relationship between lassie-faire leadership and organizational commitment. Although not significant, the weak relationships indicate opportunities to better understand of the expected employee commitment-dependent outcomes resulting from decisions involving transformational, transactional, and laissez faire leaders.

The Influence of Leadership Styles on Organizational Commitment and Employee Performances McGraw-Hill Education

Organizational commitment (OC) is typically thought of in mainstream research as a beneficial behaviour, with employers mutually rewarding employees for their labor. However, in recent decades, there have been many signs that the benefits of OC cannot be taken for granted. The world of work is changing, with organizations downsizing, outsourcing labor activities and restructuring into leaner entities. Adding to this is the trend whereby almost everywhere, organizations are systematically striving to avoid long-term commitment to their workforce, by resorting to atypical, non-standard jobs (such as part-time work, temporary or agency employment, and other types of insecure jobs). This new regime of employment is an escape from organizational commitment and a tendency to avoid long-term relations. In this book, the author challenges the mainstream research on OC. Surveying the rise and fall of the idea of OC among corporate managers and employees, in an era of escape from responsibility and commitment, the author redefines OC as unique, unrewarded behavior of a minority of employees in times of trouble for their employing organization. These employees, who have alternatives in the labor market, continue to stay unrewarded with their organizations despite their ability to leave for a more secure and rewarding workplace. Presenting this new definition of OC, the author addresses theoretical and empirical flaws in the current concept, while returning to an idea of commitment that is more widely used in social sciences: Commitment as a guarantee of fulfilment of obligations, which are neither motivating nor pleasant, but necessary.

The Relationship Among Leadership Style, Subordinate's Job Satisfaction and Organizational Commitment

The purpose of this study is to investigate the perception of staff on leadership styles practiced by Head of Department at the Education Department in Jambi, Indonesia. This study also investigates staff's perceptions of their organizational commitment at the Education Department in Jambi, Indonesia. The researcher used the Leadership Behaviour Description Questionnaire-Form XII (LBDQ-XII) to measure initiating structure and consideration leadership behaviour. Meyer and Allen's (1997) Organizational Commitment Questionnaire (OCQ) was used to measure affective, continuance and normative commitment, and also used interviewing for additional data. Participants in the study included 96 staff, who worked for the Education Department. The Statistical Package for Social Science (SPSS) version 17.0 as the statistical software programme was used to perform all procedures. The findings of this study revealed that higher and dominant consideration than initiating structure practiced by Head of Education Department. Meanwhile, staff exhibited their higher affective commitment than continuance and normative commitment. The findings also show there is no pattern of relationship between leadership styles, three types of organizational commitment with six demographic attributes. The last findings revealed that leadership styles had positive statistically significant (t

Leadership and Organizational Outcomes

LEADERSHIP: CONCEPTUAL FRAMEWORK Leadership is one of the most complex and multifaceted phenomena to which organizational and psychological research has been applied. Scholars and researchers have been interested in leadership for thousands of years (Cantu, 1997; Kotter, 1988, 1996; Rost, 1993; Bensimon&Neumann, 2000). However, leadership has been widely discussed, written and practiced but still an active field of inquiry (Goleman, Boyatzis and McKee, 2002; kouzes and Posner, 2002; Yukl, 2002; Bass, 1990). The issue of the leadership is as old as civilization and the "Leadership" at about 1800 A.D. (Stogdill, 1974). Even then, scientific research on the topic did not begin until the twentieth century (Bass, 1985). Since that time, however, there has been intensive research on the subject. Over the last 50 years, leadership has been examined in terms of enduring traits, sets of behaviour, situational properties, and presumed cognitive processes. Despite numerous theories and volumes of research, little cumulative knowledge has been gained. Much of the research has not been helpful precisely because it has neglected the observation of real events, instead focused on quantitative response. Many of the terms contained leadership questionnaire may describe commonly held feelings of leaders and subordinates, but not necessarily,

Leadership Style and Organizational Commitment

This text challenges management to adopt an approach that is conducive to improved employer/employee relations, and that will enhance the organizations ability to learn and compete within a knowledge-based economy. Practical measures and behaviour viewed as appropriate in an industrial, commercial, and public sector setting are discussed, analysed, and offered as good practice. Leadership for Follower Commitment provides: *research based case studies *a linking of theory, research, and practical managerial experience *an emphasis on psychological forces, employee motivation and perceptions of management action This text is invaluable to students studying Organizational Behaviour, Business (Occupational) Psychology, Human Resource Management, and Human Resource Development at both undergraduate and MSc/MBA level. It is central to Professional /executive development courses.

The Relationship Between Leadership Behaviour and Organizational Commitment

Colquitt, LePine, and Wesson's Organizational Behavior: Essentials for Improving Performance and Commitment in the Workplace represents the most up-to-date perspective on Organizational Behavior (OB) on the market today. Many students leave their OB courses asking questions like: "Does any of this stuff really matter?", "How does all this stuff fit together?", "If that theory doesn't work, why is it in the book?", and "Does this stuff have to be so dry?" Those questions will never be asked if Colquitt Essentials is used. The author team has written a text

that highlights the importance of course topics while organizing them around an integrative model of OB. The text is also contemporary, omitting outdated and disproven models that remain in other texts. Most important to students, the text is written in an approachable, conversational tone, with features that students actually want to read. Colquitt Essentials is the complete package in a condensed, unique, and visually stimulating format, all without losing the integrity and level of quality we've come to expect from this author team. This text stands out from the competition for four key reasons: A Focus on Performance and Commitment. Being a good performer and working for an employer that inspires commitment are critical concerns for employees and managers alike. Colquitt Essentials takes a unique approach by devoting Chapter 2 to job performance and organizational commitment. Once these two key outcomes have been spotlighted, all of the remaining chapters are linked back to them, illustrating the importance of the chapter topics to performance and commitment. An Integrative Model of OB. The table of contents is organized around an integrative model, described in Chapter 1, that provides a roadmap for the course, showing students how all of the chapters fit together. Unlike many OB texts with many editions behind them, Colquitt Essentials avoids being "grab-baggish" in nature with what seem to be randomly placed topics. The positioning of every topic makes sense, and it's easy for students to understand how the topics they are studying fit into the bigger picture. Contemporary Content. When creating the book, the author team asked themselves what OB texts would look like if all of them were first written in 2008. Many OB texts include outdated and disproven models, just to maintain continuity with earlier editions. Such content frustrates students, who don't understand why they should learn theories that are not valid. Colquitt Essentials omits such theories, devoting more space to contemporary topics that are useful for employees and managers. Features that Students Want to Read. Each chapter includes special insert box features like OB on Screen, OB in Sports, OB for Students, and OB Internationally that help "bring OB to life" for the reader. Many of these features have been praised by students for their ability to demonstrate OB content in a fun and appealing manner. Colquitt Essentials also uses an informal style that students enjoy reading, while focusing on company examples that students find interesting (Google, Netflix, Best Buy, Four Seasons, eBay, and others).

Modelling the Relationship Between Organizational Commitment, Leadership Style, Human Resources Management Practices and Organizational Trust

This study was conducted to determine if a relationship exists between the perceived leadership style of supervisors and the organizational commitment level of the subordinate employees within Tribal Colleges and Universities (TCUs). Additionally, the

study examined whether a difference exists in the organizational commitment levels of TCU employees based on the different leadership styles (transactional and transformational). A total sample size of 262 employees from seven Tribal Colleges and Universities across the United States was used in the study. Each participant provided information via an online survey. The perceived leadership styles of supervisors across all levels in the TCUs were examined using the Multifactor Leadership Questionnaire (MLQ 360 Form 5X Short) developed by Avolio and Bass (2004). Organizational commitment was measured through the TCM Employee Commitment Survey which is based on the Three-Component Model of Organizational Commitment from Meyer and Allen's (1991) Organizational Commitment Questionnaire (OCQ). The results of the study indicate a statistically significant positive correlation between each of the perceived leadership styles of supervisors and normative and affective commitment of the TCU employees. However, in each case, only transformational leadership significantly predicts normative and affective organizational commitment when all three leadership variables (transformational, transactional, and Laissez-faire) are included in the model. The relationship of transformational leadership to normative and affective organizational commitment is positive. The results indicate a statistically significant negative correlation between the perceived leadership style of the supervisor and continuance commitment of the TCU employees with only transformational leadership significantly predicting continuance organizational commitment in the model. The relationship of transformational leadership to continuance organizational commitment is negative. Multiple regression analyses were also conducted to compare different demographics such as gender, race, and employee position in the TCU. The results of this investigation lead to the recommendation that Tribal College and University supervisors, administrators, and academic researchers should focus on transformational leadership techniques and the continuous sharing of the vision and mission of the respective TCU in order to help foster normative and affective organizational commitment in their employees.

Organizational Commitment in Taiwan and Its Relationship to Transformational Leadership

Book & CD. This fourth edition makes it clear that all who are interested in the sustainability of South Africa -- and Africa -- must put human resource management (HRM) at the very core of the management of organisations generally. The content is aligned to outcomes that are geared towards analytical and critical thinking about the theory and practice of HRM in South Africa. The African context is addressed, and ample information about HRM aspects 'elsewhere in Africa' is provided. This edition breaks away even further from the traditional structure of so many standard HRM textbooks. It challenges a broadening of the 'agenda' and scope of HRM work: HRM is not only about managing employees, but also about managing the work and the people who do the work of and in organisations. This may involve alternative ways of getting the work of organisations done superiorly. This book will help you to apply HRM effectively to achieve its ultimate aim, namely to add value to people, to organisations and to society. This comprehensive book is organised around themes such as: Developing an appreciation for the context of HRM in South Africa; Strategising, designing and planning as preparatory HRM work; Sourcing work talent; Facing the countrys people empowerment challenge; Meeting the reward and care challenge; Handling labour and employee relations challenges; Championing change and transformation; Managing HRM-related information, including HRM and sustainability reporting. Based on most recent theoretical developments, the emphasis is on the practical applications. Samples of relevant documents are included, and an accompanying CD contains a wealth of relevant resources as well as a continuing, integrating case study that serves as a basis for these applications, and individual and group activities. As a package, South African Human Resource Management will be extremely valuable to both current and aspirant managers, and human resource practitioners.

The Influence of Leadership Styles on Organizational Commitment

The results indicated that there were positive linear relationship between some dimensions of transformational and transaction and transaction leadership and all outcome variables (extra effort, effectiveness and satisfaction with leadership). There was a negative linear relationship between laissez-faire leadership and two outcomes: leader effectiveness, satisfaction with leader. The leaders-outcome correlations showed higher scores between transformational leadership style and organizational outcomes than between transactional leadership style and organizational outcomes.