

Sex difference in transformational leadership and effect on follower's intrinsic motivation

Radha Ravikumar

PhD Student, Kanchi University

Corresponding Author: Radha Ravikumar

Abstract: Theoretical analysis of the transformational leadership's role in the enhancement of intrinsic motivation process is discussed in this paper. Difference between transformational leadership and transactional leadership is introduced to understand the effectiveness of leadership on enhancement of follower's motivation. Transformational leaders display charismatic behaviors, raise inspirational motivation, deliver intellectual stimulation, and indulge followers with individualized consideration. Leaders play a positive role in self-management, which enables people to self-manage. Transformational leaders individualized consideration quality changes the leader-group dyad to leader-individual dyad. This individualized consideration ensures that the followers are highly motivated by their own intrinsic rewards, which they get from active self-management. Motive can be generated by primary or secondary needs, these two needs are separate but interrelated sets of sources. These set of sources can be characterized by labeling them as intrinsic or extrinsic motives, which have been well explained in this paper. Importance and effects of intrinsic motivation is explained by using Maslow's need hierarchy theory and Locke and Latham's goal-setting theory. Leaders and leadership effectiveness may also be influenced by leader's sex.

Keywords: Leadership, transformational leadership, sex, motivation, intrinsic motivation.

Date of Submission: 31-08-2017

Date of acceptance: 07-09-2017

Transformational leadership, one of the most renowned leadership approaches which has been in the emphasis of research since early eighties. Our present study focuses on the impact of transformational leadership on follower's intrinsic motivation. In addition to this author tries to find out whether difference in sex has any impact on leadership styles.

Leadership

Leadership has to be viewed as a relationship and not as a mere entity, which can be transferred from person to person. Like power, leadership is relational, collective, and purposeful. Leaders act as agents for the followers and their effectiveness can be judged by actual social change. Leader initiates steps to develop the leader-led connection and allows the follower to communicate and exchange ideas. Leader addresses their own self-needs as well as follower's needs and leadership concentrates on need and value levels of the followers and exploits conflict available within person's value structure. It helps follower to be aware of contradictions between values and behavior, by providing right condition for the value conflict, leaders hold influence at the higher levels of the needs of the followers. Leader's fundamental act is induce people to be conscious about their feeling, true needs, defining values meaningfully, which can be moved to a common purpose (Burns, 1978). Higher order change involves large changes in attitudes, beliefs, values, and needs. Significant increase in performance can be seen, when the group is roused by a new leader who articulates revolutionary new ideas (Bass, 1985). Burns categorized leadership into two categories: transactional leadership and transformational leadership. Follower's experience and capabilities influence the performance of the leaders by serving as reference groups and would be expected to contribute to the tendencies of the leaders to be transformational or transactional (Bass, 1985).

Transactional Leadership

According to Bass (1985), Transactional leadership occurs when an individual is making contact with others with an aim to exchange of valued things. In transactional process, leader recognizes the role of the follower and their needs and clarifies them how these needs will be fulfilled by exchanging rewards. Transactional leaders recognize and clarify the role and task requirements for the subordinate's to reach the desired outcomes and concentrate on process and not the substance of issues. Contingent reward, active management by exception, and passive management by exception are three characteristics of transactional leadership. In transactional leadership process, leader and follower are mutually involved in an agreement on

what the follower needs to do to get the reward or to avoid punishment. Leader and subordinate accept interconnected roles and responsibilities to accomplish the common goals. By using positive contingent reinforcement and aversive contingent reinforcement, employees are motivated to do their task. Positive contingent reinforcement provides reward to the employee if agreed-upon performance is achieved, and aversive contingent reinforcement deals with the leader's reaction to an employee's failure to achieve the agreed-upon performance. There is a positive relationship between contingent rewards and employee performance and satisfaction.

Contingent rewards enhance subordinate's performance and satisfaction, whereas aversive contingent or penalization has no effect on subordinate's performance and satisfaction. Emphasis on disapproval or penalization will be great if the leader connects the poor performance of subordinates with their lack of motivation rather than their lack of ability. Transactional leaders reward followers to motivate their acceptance towards their work roles. If the followers succeed in the assigned task, they receive material rewards in addition to their satisfaction and enhanced self-esteem and if they fail, transactional leader interprets this failure to lack of follower clarity and understanding about the task. On the other hand, if aversively reinforcing, attribute follower's failure to comply the designated task to lack of follower motivation, in such case, followers are likely to lose their self-esteem. In turn, follower's self-reinforced effort will also be reduced. Transactional leaders use their power, to reward or punish employees, to maintain or improve what they want. Transactional leaders who practice management-by-exception, negative feedback, and contingent aversive reinforcement intervene in the system only when something goes wrong or when failures occur. Follower of transactional leaders who practice management-by-exception contributes to less productivity than the follower of transformational leaders.

Givens (2011) used 250 leaders and followers to find the effect of contingent reward on follower's affective and normative commitment. The primary concept of contingent reward was on transactions, rewards, and punishments. It was hypothesized that contingent reward had a positive effect on follower's commitment. The results revealed that there was no statistically significant relationship between contingent reward and follower's affective or normative commitment.

Transformational Leadership

Transformational leadership arises when anxiety and uncertainty are high within organization and when there is a requirement of rapid change in the organizational system. During this distress, a leader with transformational qualities, who can engage in inspirational leadership, who can utilize follower's time and energy, and who can support follower individually, is needed. Transformational leaders work themselves out of their job and make the follower feel that their performance can be the results of their self-efforts. Transformational leader is one who motivates followers to do more than what they are originally expected to do and this transformation can be achieved, by raising follower's level of awareness and consciousness about the value of designated outcome and ways of reaching them, by transcending followers own self-interest for the sake of group, and finally by altering followers need level. Transformational leaders have the capabilities to make their followers into leaders (Bass, 1985). Transformational leaders display charismatic behaviors, raise inspirational motivation, deliver intellectual stimulation, and indulge followers with individualized consideration (Dvir, Eden, Avolio, & Shamir, 2002).

Transformational leadership increases maturity level of follower's needs. It lifts follower's apprehension of their security (lower-level need) to concerns for their achievement, recognition, and self-actualization (higher-level need) in Maslow's need hierarchy and it also arouses transcendental interests in followers and elevates their needs and aspiration levels. These kind of leaders are one who figures out not only the existing needs of followers but also mobilizes newer motivations and aspirations within followers (Burns, 1978). Traditional leader-group relationship has been changed to leader-follower dyad because of the individual attention given to the follower by leaders.

Leaders and leadership effectiveness may also be influenced by leader's sex. Before getting deep into the leadership styles, it is important to understand the difference between "sex" and "gender", most of the researchers use both the words as interchangeable words, which is not so by its definition.

Sex and gender

A word gender is derived from a Latin word genus, which means 'type', 'kind', or 'sort'. Sex relates to the biological differences whereas gender refers to assignment of characteristics or behaviors to each sex (Bem, 1974). Sex is represented by male and female and gender is termed as masculine and feminine (Devraj & Krishnan 2009). Bem (1974) developed a new Sex-Role Inventory (BSRI), which treats masculinity and femininity as two independent dimension. Both masculine and feminine are conceptualized as bipolar ends of a single continuum. According to this inventory, individual can be classified as masculine, feminine, androgynous, and undifferentiated based on their characteristics. 'Aggressive, analytical, independent, and individualistic' are characteristics of masculine and characteristics like 'affectionate, compassionate, loyal, and

sensitive to the needs of others' are connected with feminine. In androgynous, self-concept might enable the person to engage both in masculine and feminine behaviors. In other words, androgynous means, high on both masculine and feminine characteristics and low on both masculine and feminine characteristics is referred as undifferentiated.

Gender stereotypes in leadership consider discriminate between descriptive beliefs and prescriptive beliefs. Descriptive beliefs deal with typical attributes of women and men and prescriptive beliefs deal with to ideal attributes of women and men. In simple terms, descriptive beliefs refer to how women and men do behave, whereas prescriptive beliefs refers to how women and men should behave (Vinkenburg, Engen, Eagly & Johannesen-Schmidt, 2011).

Leader's sex and leadership styles

The notion of 'think manager-think male' has been demonstrated in many studies. Kaiser and Wallace (2016) analyzed the presence of sex bias as distinct from substantive sex differences in ratings of the leadership behavior. 857 sets of women and men from upper-levels of management from difference companies based in the United States, Western Europe, and Australia were taken as sample. Much popular discussion about this disparity focuses on unconscious bias against women in leadership roles. It was found that the analysis of substantive sex differences in behavior specified that women were described with a forceful-operational style whereas men were described with a more strategic-enabling style.

Vinkenburg, Engen, Eagly and Johannesen-Schmidt (2011) did two experimental studies to investigate whether gender stereotypes about the transformational, transactional, and laissez-faire leadership styles establish an advantage or disadvantage for women's access to top management positions in corporates. Study 1 examined the accuracy of descriptive gender stereotypes about leadership styles, here participants believed that women display more transformational leadership and contingent reward behaviors, and fewer management-by-exception and laissez-faire behaviors than men do and the results supported the statement. Study 2 investigated prescriptive stereotypes about the significance of leadership styles of women and men for the promotion in organizations. It was concluded that to reach the higher levels in organization both male and female should adopt transformational qualities like inspirational motivation and individualized consideration. However, women are expected to blend both leader role as well as sex role to negotiate their way to the highest levels of leadership in organizations.

Leader's sex and transformational leadership

Douglas (2012) investigated the sex differences in leadership style and leader effectiveness with the moderating effects of leader-subordinate sex. Since transformational leadership qualities are more closely matches with women leaders than male leaders, author hypothesized as transformational leadership and leader effectiveness was stronger for female leaders than male leaders. To prove this statement, 750 individuals from a manufacturing plant were surveyed. It was revealed that male leaders used transformational leadership significantly more than female leaders and male leaders benefited more than the female leaders from the use of transformational leadership in the leader behavior and leader effectiveness. The relationship between transformational leadership and leader effectiveness was stronger for male leaders than female leaders.

For Kark, Waismel-Manor, and Shamir (2012), with respect to leadership effectiveness, femininity was more strongly related than masculinity. Feminine managers received significantly higher rating on transformational leadership while compared with masculine leadership. Regression analysis of transformational leadership with the continuous measures of masculinity and femininity supported as the relationship between continuous measure of femininity and transformational leadership was stronger than continuous measure of masculinity and transformational leadership.

From the above paragraphs, author proposedas,

Propostion I: Women leaders exhibit more transformational leadership behavior than male leaders

Transformational leaders individualized consideration quality changes the leader-group dyad to leader-individual dyad. This individualized consideration ensures that the followers are highly motivated by their own intrinsic rewards, which they get from active self-management (Thomas, 2009).

Motivation

"Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive." Motivation can also be labeled as desires, needs, goals and basic motivation process involves needs, drives, and incentives. Physiological or psychological imbalance causes needs, drives provide push towards incentives, and finally incentives restore needs and reduce

drives (Luthans, 2011). In addition to this basic motivation process, it is important to study the work motivation theories also. Work motivation theories help to understand the organizational behavior. "Work motivation is a set of energetic forces that originate both within as well as beyond individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration" (Pinder, 1984).

Indian approaches to motivation. Nishkaam Karm and Giving theory of motivation are the two types of Indian approaches to motivation, which believe that "motivation should not be externally initiated process that meets deficiency or growth needs; rather it should flow from inside a part of the process of self-realization." Nishkaam Karm means, work without expecting the outcome. It takes concern out of being too preoccupies with goal achievement, and enables the individual to focus on the process of achieving it. It creates less stress than goal orientation, and created stress is much more manageable in process orientation (Sinha, 2008). Mulla and Krishnan (2012), in their paper explained about the three fundamental beliefs to Indian phylosphy, namely, Karma theory, existence of permanent entity (*atma*), and the doctrine of *mukti*. In this, Karma theory is directly related to one of the Indian approaches to motivation - Nishkaam Karm. Karma-Yoga is derived from Sanskrit words *kri* and *yuj*; which means activity or action (*kri*) and join (*yuj*). In simple term Karma-Yoga means 'a technique for intelligently performing actions' or 'a technique for performing actions in a manner that the soul is not bound by the effects of the actions'. Duty-orientation is an essential dimension of Karma-Yoga.

When an individual is fully convinced that their actions are only the repayment of past dues, they function without being bound by the results of their actions, which is well connected with Nishkamm Karm principle of work without expecting the outcome. Giving theory of motivation describes the importance of giving in organization. Giving creates an environment of supporting, sharing, and helping. Giving neither upgrades the status of the donor nor does it downgrade the status of the receiver. It results in enriching both the giver and receiver. In organization context, giving creates a norm of sharing important resources to each other without expecting instant results (Sinha, 2008).

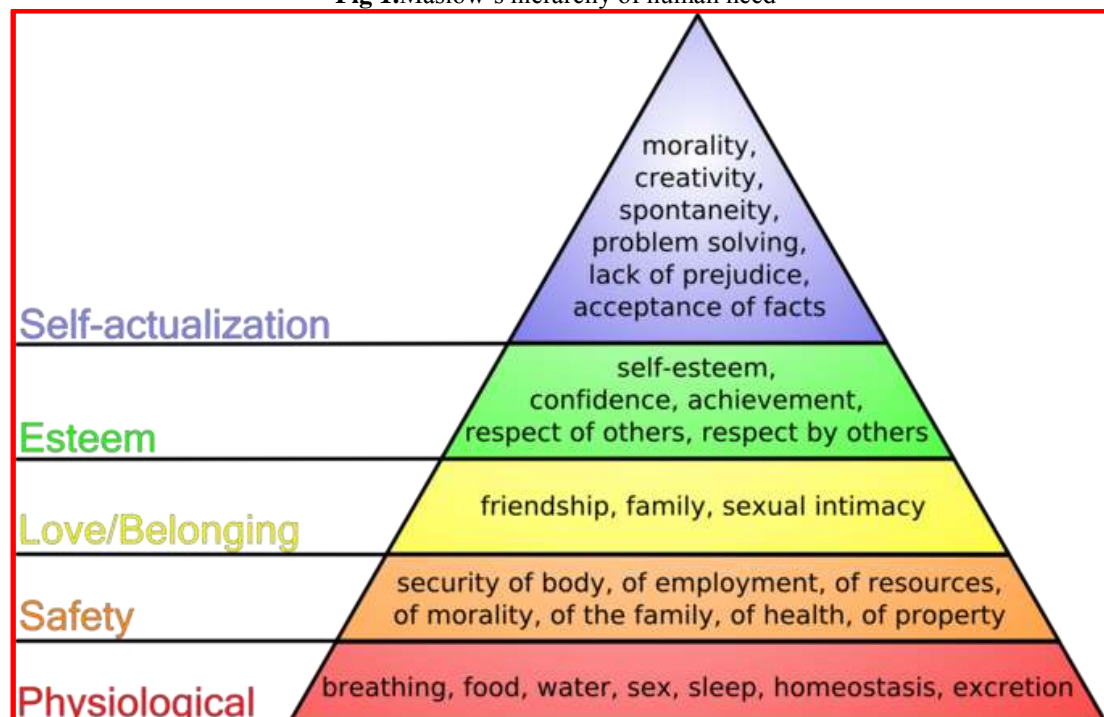
Motive can be generated by primary or secondary needs, these two needs are separate but interrelated sets of sources. These set of sources can be characterize by labeling them as intrinsic or extrinsic motives (Luthans, 2011).

Intrinsic motivation

Intrinsic motivation refers to motivational state in which employees are energized by the task itself. Intrinsic motivation makes the employee to satisfy for what they are doing. Maslow's need theory and Locke's goal-setting theory help us to understand the intrinsic motivation better.

Maslow's need theory. According to this theory, human needs can be hierarchically arranged in five levels physiological, safety, love, esteem, and self-actualization. (a) Physiological - The needs of hunger, thirst, sleep, and sex are considered under this need. Biological motive can variously be called as physiological, unlearned, primary motives. Motives like hunger, thirst, sleep, and sex are considered as primary motives (Luthans, 2011).

Fig 1. Maslow's hierarchy of human need



These biological drives are isolable and independent of each other and these biological needs are most prominent of all needs. A person who is lacking food, safety, love, and esteem would most probably need for food more strongly than for anything else. If the basic needs are unsatisfied, all other needs are become simply nonexistent or pushed into the background by the physiological needs. All capacities are put into the service of hunger satisfaction, and the organization of these capacities is almost entirely determined by the one purpose of satisfying hunger. For the human who is extremely and dangerously hungry, no other interest exists but food. He or she dreams food, remembers food, thinks about food, emotes only about food, perceives only food, and wants only food (Thomas 2009). (b) Safety, which can be emotion or physical safety like real threats to law, to order, and to the authority of society. This threat produces a regression from any higher needs to the more predominant safety needs. (c) Love involves both giving and receiving love and affection. When an individual is unsatisfied, a person will hunger for relation with people. (d) Esteem, which may be classified into two subsets – (i) the desire for strength, achievement, competence, freedom, and confidence, and (ii) the desire for reputation, status, and recognition. (e) Self-actualization, which refers to people's desire for self-fulfillment. They may often feel discontent and restlessness in what they are doing, unless they do what they are individually fitted for, which is true to their own nature (Maslow, 2012). According to Maslow, once a particular level of need is satisfied, it no longer serves and the next level is activated to motivate the individual.

Locke's goal setting theory. Locke and Latham developed this theory, which relates goals to performance and satisfaction. Goal commitment, goal importance, self-efficacy, feedback, and task complexity are the moderators of goal setting (Luthans, 2011). A clear goal enables people to direct their efforts towards it, and a difficult one poses a challenge to one's self-efficacy. It causes people to compare their present capacity to perform with what is required to succeed in getting to the goal (Sinha, 2008). Better performance requires specific goals rather than general goals such as 'do your best' or no goals and specific goals have been found effective than vague goals. People displaying higher levels of self-efficacy incline to set personal goals that are more complex (Luthans, 2011).

According to this theory, the highest level of individual performance displays when individuals are highly committed to difficult goals. Commitment to self-set personal goal is higher than commitment to goal imposed by others. When the goal is complex to achieve, individual experiences far greater motivation, compared to individuals who are assigned easy goals (Parikh, 2012). Objective and timely feedback is preferable to no feedback and, can be related to the process used to achieve a goal (Luthans, 2011).

Like Maslow's need theory, Locke and Latham's goal-setting theory also concentrates on individual's self-actualization need. Individual's commitment towards goal, self-efficacy, and self-development helps that individual to understand self-actualization. Person high in self-actualization is high in intrinsic motivation.

Extrinsic motivation

The human motivation is not stable rather it is flexible and may be changed by situational variables. Organization's nature, size, age, location, job characteristics groups of people involved, and amount of an incentive to satisfy individual's motives are to be considered to design a motivation policy. Since human beings differ in their approach, they cannot be motivated equally (Prasad, 1994).

Contingent rewards. Organizations introduce reward system in order to motivate employee's performance and encourage their retention. Pay system like money, recognition, and benefits can have a greater impact on individual, team, and organizational performance, if it is designed perfectly. Traditional reward systems like base pay methods, merit pay methods, and pay for performance methods will motivate the individuals to work hard to opt for it. Like pay systems, recognition system also enhance performance and loyalty of an individual. Objective of the pay and recognition system is to reward effective employee performance behavior and enhance employees' satisfaction and commitment, and are designed to meet the specific and changing needs of employees. Pay systems help the person with the chance to meet both lower-level needs and upper-level growth and achievement needs. Employee morale and other psychological variables such as trust are very fragile, and when employees feel they are not being compensated fairly, this can affect their performance and hurt the bottom line. Pay system is important for not only hiring and retaining employees, but also it has positive impact on organizational productivity, quality, and customer service (Luthans, 2011).

To make employee satisfied, to feel them stress free and make them more productive, organization provides recognition systems, health policies, leave salary, flexibility timing, and pension benefits in order to retain their employees. Incentive plans, pay for performance, and commission system enables a person to perform well and get something extra beyond basic salary. All these pay systems motivate employees to discharge their duties and help the organization to achieve their goal.

Even though the outcome of intrinsic motivation and extrinsic motivation looks same, effectiveness of intrinsic motivation is higher than extrinsic motivation, when it comes to individual performance, job satisfaction, and commitment. Below para clearly explains how individual's intrinsic motivation can be reduced by introducing extrinsic motivation.

Intrinsic vs extrinsic motivation

Extrinsic motives are tangible and visible to others whereas intrinsic motives are intangible and internally generated. Extrinsic motives are distributed by other people or agents. Extrinsic motives are necessary to attract people into the organization and to keep them on the job. Extrinsic motivators may actually undermine intrinsic motivation. Intrinsic motivation is decreased when negative extrinsic motivators like, threats, and imposed goals are introduced (Luthans, 2011).

According to Sinha (2008), the addition of an extrinsic rewards to a work context in which the employee is intrinsically motivated to do the work may result in a loss of some of the employee's prior level of intrinsic motivation towards that task. Rewards provided for a behavior in our culture are less likely to reduce a person's intrinsic motivation to engage in that behavior. Whether extrinsic rewards enhance or reduce intrinsic motivation can be decided by the degree of saliency of the rewards, the appropriateness of payment for the activity and the prior level of commitment of the person to the task. In addition to this, the degree of choice the individual has to perform, or not to perform the task and the existence of potential adverse consequences also helps to understand extrinsic rewards and intrinsic motivation relationship.

If intrinsic motivation is already high-with people who are self-managing and highly energized-monetary incentives provide little or no addition force. Stressing pay incentives is likely to insult workers who are committed to the task purpose itself (Thomas, 2009).

Cognitive evaluation theory proclaims that extrinsic rewards can affect intrinsic motivation by two processes; (a) a change in perceived locus of causality and (b) a change in one's feelings of competence and self-determination. When a person is intrinsically motivated, the locus of causality is within himself. However, when he receives external rewards he begins to perceive that he is doing the activity for the external rewards, so the perceived locus of causality changes from within himself to the external reward leaving him with less intrinsic motivation. People are intrinsically motivated to perform activities that make them feel competent and self-determining; therefore, rewards or feedback can affect their feelings of competence and self-determination (Deci, Cascio, & Krusell, 1975).

The transformation of need. Leadership first takes place in the transformation of individual wants into needs. If wants are determination of feeling for something, needs are wants prejudiced by environmental factors. Determination and wants are basic motivators, but the purpose towards which the wants are heading for become more focused as wants give way to needs. By educating needs, individual may attract by want what they really need. Transformational leaders meticulously engage stimulation and transformation of wants. Leaders are differentiated by their quality of transforming follower's wants into needs, leaders give priorities to follower's subjective wants then to their objective needs as the leaders describe those wants and needs. Follower's definitions of wants and needs will change in the continuing interplay with leaders and it is less self-centered and more intentionally defined, as they move from lower-level needs to higher-level needs. When the individual's higher-level needs are fulfilled, the lower needs are also been fulfilled (Burns, 1978). Intrinsically motivated individual will be high in individual performance, commitment towards common goal, job satisfaction, and low in intention to quit the organization. Leaders play a positive role in the process of enhancement of intrinsic motivation.

Intrinsic motivation and transformational leadership. Transformational leader is one who stimulates and transforms follower's wants into needs. Follower's definitions of wants and needs will change in the continuing interplay with transformational leadership (Burns, 1978). Maslow's hierarchy of needs portray the human needs as physiological, safety, love and belonging, self-esteem, and self-actualization. An individual must satisfy these needs step-by-step and these needs are interdependent. When the need for self-actualization is fulfilled, the lower needs have also been fulfilled (Bass, 1985). Transformation process involves upgrading of needs, because of this upgrading of needs, subordinates, and followers, become self-directing and self-reinforcing. They themselves are 'converted into leader's. Transformational leader can make the followers to transcend their own self-interest for the good of the group. Transformational leaders work themselves out of a job to the extent that they elevate their subordinates into self-actualization, self-regulation, and self-control. According to Maslow, self-esteem need comes into play when lower needs for safety and affection are met. Self-esteem increases with success and decreases with failures. Persons with high self-esteem appear, to change others, to lead others rather than to change by others (Burns, 1978).

Authors proposed that transformational leadership is positively related to job characteristics (variety, identity, significance, autonomy, and feedback) and it is also has positive relationship with performance and organizational citizenship behavior (OCB) which are related to intrinsic motivation. Effects of intrinsic motivation are determined by the characteristics that create perceived meaningfulness in one's job. Results of the study proved that employees engaged in higher level of task performance when they were intrinsically motivated and additional analyses revealed that transformational leadership's relationship was significantly

stronger for followers who perceived high-quality leader-member exchange when compared with followers who perceived low-quality leader-member exchange (Piccolo & Colquitt, 2006).

When team members have a high sense of meaningfulness, they care strongly about their work purpose and they are assertive to overcome obstacles. When team members have a high sense of choice, they feel free to use their intelligence. They feel ownership of their tasks and feel responsible for the outcomes of their choices and a high sense of competence shows up a pride in one's work. When team member shares a meaningful purpose with leader, performance problems faced by team member will bring to the notice of leaders with a motive to seek guidance on the same. By recognizing a sense of progress leader makes sure that the team is moving forward in accomplishing its purpose(Thomas, 2009). Followers who identify with a leader are encouraged to achieve the goals set by the leader in order to be recognized and to develop the close relationship with the leader. In addition, they are inspired to perform more than what they really expected to perform, complete challenging tasks and deliver higher individual performance (Wang & Howell, 2012).

Chelladurai (2007) and Charbonneau, Barling, and Kelloway (2001) studies help us to understand the effects of transformational leadership in the field of sports. In these papers, the role of transformational leadership in enhancement of intrinsic motivation is explained clearly. It further explained as, intrinsic motivation is an important factor in the sports context; the primary motive for amateur athletes is intrinsic motivation. The player is transformed from an easygoing, playful individual to a dedicated, committed, and hardworking athlete that requires continues improvement, this continuous improvement is achieved when the player is intrinsically motivated.

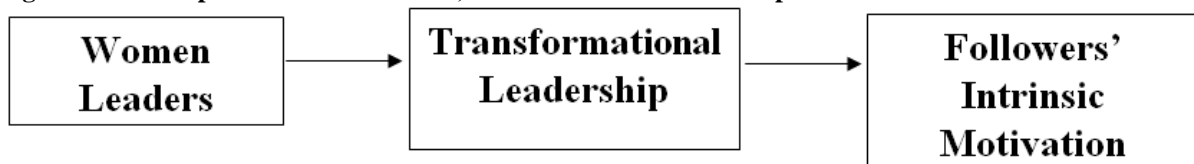
The four dimensions of transformational leadership help the players to enhance their intrinsic motivation. The coach plays an important role at the performance of the players, concentrates on the task, and keeps both thoughts and emotions in control. Transformational leadership by their superior characteristics enhances the player's intrinsic motivation. Transformational leadership's characteristics like individualized consideration, intellectual stimulation, inspirational motivation helps the player to identify the player's strength, encourages them to perform more than what they are really expected to perform. Coach with the above behaviors creates a new vision for the performer by setting new objectives and builds confidence in them. Coach is to inspire their players to extend themselves to achieve excellence and stimulates the intellect of the player by challenging their performance, attitudes, and assumptions towards the sports. By expressing appreciation, treating players individually, providing feedback, assigning special responsibilities, coach influences each player individually (Chelladurai 2007).

Charbonneau, Barling and Kelloway (2001) developed and tested a model in which transformational leadership affects sports performance indirectly, through the mediating effects of intrinsic motivation. They found that intrinsic motivation mediated the relationship between transformational leadership and sports performance. As discussed by the authors transformational leadership plays an effective role in sports performance. Transformational leader's with their quality of charisma raises individuals' expectations about what they can achieve. Intellectual stimulation of transformational leadership enhances individuals' knowledge, learning, and makes them to think old problems in new ways. Transformational leadership through a mediating role of intrinsic motivation enhances the sports performance.

Hence, author proposed as,

Proposition2: Transformational leadership influences follower's intrinsic motivation positively

Fig 2. Relationship model of leader's sex, transformational leadership and follower's intrinsic motivation.



Conclusion

21st century management has changed a lot and started giving a thought process of hiring leader who has both analytical as well as compassionate qualities in order to retain their position in market. However, the leader who has dimensions close to transformational leadership can only help the management to retain their employees. Given the importance to the follower's motivation to stick with a particular job and enjoying the task what they are doing, it is important for the management to introduce transformational leadership into the system. In summary, introducing transformational leadership in top management level can augment the intrinsic motivation of the employees and their performance in multiple organizational contexts.

References:

- [1]. Bass, B. M. (1985). *Leadership and performance beyond expectations*. London: Collier Macmillan Publishers.
- [2]. Burns, J. M. (1978). *Leadership*. New York: Open Road Integrated Media.
- [3]. Bem, S. L. (1974). *The measurement of psychological androgyny*. *Journal of Consulting and Clinical Psychology*, 42(2), 155-162.
- [4]. Chelladurai, P. (2007). *Handbook of sports psychology (3rd ed.)*. Tenenbaum, G., & Eklund, R. C. (Ed.). New Jersey: John Wiley & Sons, Inc
- [5]. Charbonneau, D, Barling, J., & Kelloway, E.K. (2001). Transformational leadership and sports performance : the mediating role of intrinsic motivation. *Journal of Applied Social Psychology*, 31(7), 1521-1534.
- [6]. Deci, E. L., Cascio, W.F., & Krusell, J. (1975). Cognitive evaluation and some comments on and Calder and Staw critique. *Journal of personality and social psychology*, 31(1), 81-85.
- [7]. Devraj, R., & Krishnan, V. R. (2009). *Effect of follower characteristics on transformational leadership: Role of follower's gender*. Administrative Sciences Association of Canada, Niagara Falls, Ontario.
- [8]. Douglas, C. (2012). *The moderating role of leader and follower sex in dyads on the leadership behavior-leader effectiveness relationships*. *The Leadership Quarterly*, 23, 163-175.
- [9]. Dvir, T., Eden, D., Avolio, B.J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of management journal*, 45(4), 735-744.
- [10]. Givens, R. J. (2011). *The role of psychological empowerment and value congruence in mediating the impact of transformational leadership on follower commitment in American churches*. *International Journal of Leadership Studies*, 6(2), 188-214.
- [11]. Kark, R., Waismel-Manor, R., & Shamir, B (2012). Does valuing androgyny and femininity lead to a female advantage? The relationship between gender-role, transformational leadership and identification. *The Leadership Quarterly*, 23, 620-640.
- [12]. Kaiser, R. B., Wallace, W. T. (2016). Gender bias and substantive differences in ratings of leadership behavior: Toward a new narrative. *Consulting Psychology Journal*, 68(1), 72-98.
- [13]. Luthans, F. (2011). *Organizational behavior: An evidence based approach (12th ed.)*. New York: McGraw-Hill Companies, Inc.
- [14]. Maslow, A. H. (2012). *Motivation and personality (12th ed.)*. New Delhi: Pearson Education, Inc.
- [15]. Mulla, Z. R., & Krishnan, V. R. (2012). Transformational leadership and Karma-Yoga: Enhancing follower's duty-orientation and indifference to rewards. *Psychology and developing societies*, 24(1), 85-117.
- [16]. Parikh, M., & Gupta. R. (2012). *Organizational behavior (3rd ed.)*. New Delhi: Tata McGraw Hill.
- [17]. Piccolo, R. F., & Colquitt, J. A. (2006). *Transformational leadership and job behaviors: The mediating role of core job characteristics*. *Academy of Management Journal*, 49(2), 327-340.
- [18]. Pinder, C. C (1984). *Work Motivation: Theory, issues, and applications*. USA: University of Columbia.
- [19]. Prasad, L. M. (1994). *Organizational behavior (2nd ed.)*. New Delhi: Sultan Chand & Sons.
- [20]. Sinha, J. B. P. (2008). *Culture and organizational behavior*. New Delhi: Sage Publications India Pvt Ltd.
- [21]. Thomas, K. W. (2009). *Intrinsic motivation at work (2nd ed.)*. San Francisco: Berrett-Koehlet Publishers, Inc.
- [22]. Vinkenbug, C. J., Engen, M. L., Eagly, A. H., & Johannesen-Schmidt, M. C. (2011). *An exploration of stereotypical beliefs about leadership styles: Is transformational leadership a route to women's promotion?* *The Leadership Quarterly*, 22, 10-21.
- [23]. Wang, X. F., & Howell, J. M. (2012). *A multilevel study of transformational leadership, identification, and follower outcomes*. *The Leadership Quarterly*, 23, 775-790.

Radha Ravikumar. "Sex difference in transformational leadership and effect on follower's intrinsic motivation." *IOSR Journal of Business and Management (IOSR-JBM)* , vol. 19, no. 9, 2017, pp. 18–25.