Transformational Leadership and Performance: A Social Identity Perspective

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All interested are welcome
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ABSTRACT

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Drawing on social identity theory, we develop a model explaining underlying processes in which transformational leadership influences creative performance and organizational citizenship behavior (OCB). Individual differentiation and team identification are proposed as social-identity mechanisms which reflect the characteristics of personal and collective identity orientations that underpin the motivational effects of transformational leadership on performance outcomes. The model was tested with data collected from a sample of 250 front-line employees and their immediate supervisors from five banks in the People’s of Republic of China (PRC). Results of hierarchical linear modeling provide support for the model whereby transformational leadership exerted differential impacts on individual differentiation and team identification. Furthermore, team identification mediated the relationships between transformational leadership towards teams, OCBO and OCBI, whereas individual differentiation mediated the relationship between transformational leadership towards individuals and creative performance. Implications of the findings for research and practices are discussed and future research directions of this study are also outlined.

Keywords: Transformational leadership; individual differentiation; team identification; creative performance; OCB; social identity theory