EMPLOYEE PERCEPTION ON SUPERVISORS' TRANSFORMATIONAL
LEADERSHIP STYLE AND ITS RELATIONSHIP WITH SUPERVISORS' SUPPORT
ON KNOWLEDGE SHARING PRACTICES IN IRAN KHODRO CORPORATION

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To my beloved Father and Mother,

Thank you for your endless Love, Prayers, Motivation and Support

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ABSTRACT

Organizations have realized the importance of employee's knowledge sharing as a key process in elevating organizational performance. A considerable number of researchers highlighted the various factors of knowledge sharing; one less studied factor among them is that of employee perception on supervisors' transformational leadership style and its relationship with supervisor' support on knowledge sharing practices. This study aims to investigate the relationship of transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) and employee perception on supervisors' transformational leadership style and its relationship with supervisor' support on knowledge sharing practices in Iran Khodro Corporation (IKCO). This quantitative study was used as research design for the study. Survey research strives to ascertain generalizable and common affiliations across organizations in order to control and provide precise measurement. Data was collected through a self-administrated 5-point linkert questionnaire. The target population for this study comprised of middle employees of IKCO. A total of 280 employees participated in the study trough simple random sampling. In order to measure knowledge sharing construct 20 items and transformational leadership subscales were measured through a 16 surveyed items. Results of this study indicated a positive relationship among transformational leadership attributes and employee perception on supervisors' transformational leadership style and its relationship with supervisor' support on knowledge sharing practices. This is explained by a variance ($R^2 = 0.798$, F (4, 178) = 77.832, p < .000) of 64%. Further analysis showed that idealized influence, intellectual stimulation, individualized consideration, and individualized motivation explained almost %2, %1, %2, and %2 of the variance in total employee satisfaction with supervisor' support on knowledge sharing scores accordingly. The findings of this study recommended that organization require enhancing their employee knowledge sharing, and to do so organizations are required to focus on the transformational leadership that can influence employee knowledge sharing.

ABSTRAK

Organisasi telah menyedari kepentingan perkongsian pengetahuan di kalangan kakitangan sebagai kunci untuk meningkatkan prestasi organisasi berkenaan. Sebilangan besar penyelidik menggariskan pelbagai faktor berkenaan perkongsian pengetahuan, salah satu faktor yang kurang dikaji adalah pandangan pekerja terhadap gaya kepimpinan transformasi penyelia dan hubungannya dengan sokongan penyelia terhadap amalan perkongsian pengetahuan. Kajian ini bertujuan untuk mengkaji hubungan di antara dimensi kepimpinan bertransformasi (Pengaruh yang Ideal, Motivasi Berinspirasi, Ransangan Intelek dan Pertimbangan Individu) dan pandangan pekerja terhadap gaya kepimpinan transformasi penyelia dan hubungannya dengan sokongan penyelia terhadap amalan perkongsian pengetahuan di Iran Khodro Corporation (IKCO). Kajian yang bersifat kuantitatif ini telah digunakan sebagai reka bentuk penyelidikan ini. Kaji selidik ini berusaha mengenal pasti ketetapan umum dan perkaitan biasa bagi keseluruhan organisasi untuk mengawal dan memberikan ukuran yang tepat. Data dikumpulkan melalui borang kaji selidik berdasarkan 5 mata skala likert yang diisi sendiri. Sasaran populasi untuk kajian ini terdiri daripada kakitangan pertengahan bagi IKCO. Seramai 280 orang kakitangan telah melibatkan diri dalam kajian ini melalui persampelan rawak mudah. Bagi setiap borang kaji selidik, 20 soalan disediakan bagi mengukur perkongsian pengetahuan manakala tambahan 16 soalan berkaitan kepimpinan transformasi. Kajian ini meneroka keempat-empat dimensi dalam konstruk Kepemimpinan Bertransformasi, antaranya. Hasil kajian ini menunjukkan hubungan positif terhadap sifat-sifat kepimpinan bertransformasi dan pandangan pekerja terhadap gaya kepimpinan transformasi penyelia dan hubungannya dengan sokongan penyelia terhadap amalan perkongsian pengetahuan. Ini dibuktikan dengan peratusan sebanyak 64% daripada varians ($R^2 = 0.798$, $F_{(4, 178)} = 77.832$, $p < .000$). Analisis lanjut menunjukkan bahawa pengaruh yang ideal, motivasi berinspirasi, ransangan intelek dan pertimbangan individu masing-masing merangkumi hampir 2%, 1%, 2% dan 2% daripada varians untuk markah keseluruhan kepuasan kakitangan dengan sokongan ketua dalam perkongsian pengetahuan. Hasil kajian ini mencadangkan supaya organisasi meningkatkan amalan perkongsian pengetahuan antara kakitangan, organisasi dikehendaki untuk memberi tumpuan terhadap kepimpinan bertransformasi yang dapat mempengaruhi perkongsian pengetahuan antara kakitangan.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE

LIST OF ABBREVIATIONS

KM	-	Knowledge Management
KS	-	Knowledge Sharing
IKCO	-	Iran Khodro Corporation
II	-	Idealized Influence
IM	-	Inspirational Motivation
IS	-	Intellectual Stimulation
IC	-	Individualized Consideration

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1   Introduction

Recently, organizations have realized the importance of employee's knowledge sharing as a key process to elevate organizational performance (Mueller, 2014; Hansen, 2002; Nahapiet & Ghoshal, 1998). Considerable number of researchers have highlighted the various factors of knowledge sharing, one most studied factors amongst them is the leadership in facilitating knowledge sharing (Yang, 2007, 2010; Bartol, & Locke, 2006; Bryant, 2003; Connelly & Kelloway, 2003; Lin & Lee, 2004; Nguyen & Mohamed, 2011; Srivastava, et al. 2011). However, studies on the employee perception on supervisors' transformational leadership style and its relationship with supervisors' support on knowledge sharing practices are still lacking in academic literature 'few and far' (Bryant, 2003; García-Morales, Lloréns-Montes & Verdú-Jover, 2008; Behery, 2008; Carmeli, Atwater, & Levi, 2011; Chen & Barnes, 2006). This study aims to investigate the relationship of the transformational leadership and knowledge sharing of the employees in Iran Khodro Corporation (IKCO) in Iran.

In this chapter, an introduction of the thesis is provided. The chapter begins with the background of the study followed by introducing the Iranian automotive industry and IKCO as a target population of the study. The problem statement is consequently developed, followed by the research question, research objective and significance of the study, and the chapter ends with an outline of the thesis.

1.2   Background of The Study

Knowledge management (KM) is a collection of processes that enables knowledge to be utilized as a key factor in adding value to the firm (Gibbert et al., 2002). KM is a necessary identification of knowledge categories for the support of a global firm's strategy, the evaluation of the firm's present state of KM, and the transformational of the current knowledge foundation into a new more powerful basis for knowledge that fills in any existing gaps (Gopal and Gagnon, 1995). In this vein, KM should be developed not only within organizations, but also among employees (Earl, 1999). Furthermore, Garvin (2000) points out that KM not only includes the processes of creation, acquisition and knowledge transfer, but is also a reflection of this new knowledge on organizational behavior.

Knowledge sharing has become a popular topic over the last two decades. Knowledge is the foundation of a firm's competitive advantage, and, ultimately, the primary driver of a firm's value (Kearns & Sabherwal, 2006; Kraaijenbrink, Spender, & Groen, 2010). Knowledge is an asset that can be transformed into new services and products that become a source of new wealth for organizations. The process of identifying and leveraging the collective knowledge in an organization to improve its competitive advantage is called KM (Alavi and Leidner, 1999). According to Cummings and Worley (2008), KM is "*among the most wide-spread and fastest growing interventions in organizational development*" (p. 538).

Knowledge is increasingly recognized as a critical resource needed to gain and sustain competitive advantage in business (Drucker, 2000) and those that fail to manage knowledge properly fall behind. In today's complex and constantly changing environment, managing knowledge and encouraging knowledge sharing in the workplace has become a topic of interest in many organizations. Motivating individuals to share their knowledge increases the opportunity to keep it within the organization for future use.

Knowledge is a unique and valuable asset contained within the mind of people and organizational processes. Knowledge sharing (KS) due to its importance

in the process of knowledge creation, innovation and organizational learning has received enormous attention (Hooff and Ridder, 2004; Donate and Guadamillas, 2011). Individuals who are ready to share their knowledge are the key to effective KM (Lin, 2006). Nonaka (1994) highlighting the significance of KS of individuals in knowledge intensive organizations. People in the knowledge driven organizations should be provided with the kind of leadership where the workers are given sufficient responsibility and authority so he/she can have control over his/her life in the workplace (Singh, 2008).

Knowledge resides within individual employees who create, recognize, archive, access, and apply knowledge in carrying out their tasks (Bock et al., 2005). Therefore, knowledge flowing from repositories into organizational routines and practices across individual and organizational boundaries is ultimately dependent on the knowledge sharing behaviors of employees (David and Fahey; 2000). KS is defined as the set of activities and processes that helps a group of people work together, empowering the exchange of their knowledge, facilitating learning-orientated activities, and enhancing their ability to achieve individual and organizational goals (Dyer and Nobeoka, 2000). Gupta (2008) has also called the free flow of knowledge in organizations knowledge sharing, and Quinn (1996) has noted that the activities of KS cause the information and experience obtained by senders and recipients to grow exponentially

Organizational knowledge largely resides within individuals, the willingness of individuals in an organization to share with others the knowledge they have acquired or created is critical in utilizing and realizing the potential value of knowledge (Gibbert & Krause, 2002). By distinguishing knowledge traits, Bock et al., (2005) further classified KS into explicit KS and tacit KS. Drawing from literature in KM, explicit knowledge is formal and systematic, and can be achieved through the readings of project manuals and through team discussions (Nonaka, 1994), while tacit knowledge is highly personal, context-specific, subjective, and can be represented in the form of metaphors, drawings, non-verbal communications and practical expertise (Nonaka, 1994). It is usually difficult to articulate tacit knowledge through a formal use of language since it is expressed in the form of human actions such as evaluations, attitudes, points of view, commitments and motivation

(Koskinen, PihIanto, & Vanharanta, 2003). Thus, a mechanism and motivation is required to share this type of knowledge, which informally exists in the organization (Bollinger and Smith, 2001).

As mentioned earlier, KS has a key role as a resource to gain a competitive advantages amongst organizations (Mafakheri, 2012). In this regards, KS tries to establish an appropriate workplace for facilitating knowledge. Review of literature shows that all organizations need knowledge sharing in order to enable them to accumulate and adopt knowledge to create economic value (Lin, 2008). A review of the literature shows that KS is promoted as an important and necessary factor for organizational survival and maintenance of competitive strength (Omotayo, 2015). Moreover, KS has been identified as a framework for developing an organization' structure, strategy and process. As result, it can be said that the success of each organization is dependent on the given organization's ability to create and share knowledge effectively and efficiently (Mafakheri, 2012). For the above reasons, the employee' perception with supervisor' support on KS has a pivotal role in the success of every organization. Therefore, a review of the literature highlighted that there is a growing body of literature that recognizes the importance of employee perception with supervisor' support on knowledge sharing (Shrestha, 2012; Samih, & Ala'a, 2014; Trivellas et al, 2015).

One of the potential contributors towards this initiative is the role of the leadership; specifically the transformational supervisors are more suitable to influence the KS in organizations (Jung et al., 2003). Avolio (1994) identified four components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. By displaying these four behavioral components, transformational supervisors are able to realign employees' perception with supervisors' support on KS practices to achieve higher levels of innovation and effectiveness (Liao and Chuang, 2004; Hofmann and Jones, 2005).

In the context of KM research, it has been noted that transformational leaderships is linked to a follower's motivation to perform beyond standard expectations and may have a positive influence on KM (Bryant, 2003). However, the

relationship between transformational leadership and KS is not well studied (Aparicio, 2013).

1.3   Iran's Automotive Sector

The Iranian automobile industry began in the early 1960s. IKCO was established by some Iranian experts in early 1962. There are currently 13 public and privately owned automakers in Iran of which many have subsidiary companies producing various types of vehicles; there are 28 automotive manufacturing units throughout Iran. Now, Iran khodro and Saipa are two of the biggest producers of automobiles in Iran (Abedini & Peridy, 2009). Iran Khodro, the largest Iran automaker, had 60 percent market share whereas Siapa occupied 35 percent of Iran's market share in 2003 (Afsharipour & Afshari & Amin, 2006). Currently, Iran is the twentieth largest automaker in the world and the biggest among Middle East countries. According to Abedini and Peridy (2009), there are many advantages in Iranian Automobile Industry. The automobile industry is the second most active industry in the country after oil and gas.

According to Abedini and Peridy (2009), the capacity of this industry is very high. The other most important advantage is easy accessibility to the Middle East market due to Iran's geographical position. Despite these advantages, the products of Iran automakers have not been widely exported yet because they are not able to compete with their external rivals. Haeri (2005) addressed lack of strong and capable leaders as the main problem faced by the Iranian automobile industry. The leadership is a key issue because leadership is one of the most important factors (Haeri, 2005). Leaders are required who really want to commit to making fundamental changes. Leaders can provoke the environment of KS in the organization that can enhance the organizational capacity. According to Rad (2006), lake of strong leadership is one of the major factors that lead the Iranian Automotive industry to failure.

In spite of all the down falls, Iranian automotive industry has shown a strong growth in the past few years. Much of the improvement in the Iran automobile industry is attributed to (IKCO) for recommencing production in 2012. Production was halted, when the French carmaker stopped exports of components under international sanctions, but IKCO claims it has now become self-sufficient in the manufacturing automobiles and is aiming to increase its daily capacity of all lines to 2,500 units to achieve the target of manufacturing 550,000 cars in the current Iranian year without support from foreign sources. To achieve this target, IKCO required has focus on the many factors that leads to capacity enhancement. Employee knowledge sharing behavior is one of the factors IKCO needs to focus on (Belzowskiet al., 2003; Dyer and Nobeoka, 2000; Takeishi, 2001). Researchers (e.g. Zack, 1999; Alavi and Leidner, 2001; Teigland and Wasko, 2003) suggest that the processes that are set up for the specific enhancement of the data and information, obtained from various entities in the environment, are key components of KS."

1.4   Problems Statement

Nowadays leading organizations to be successful is a daily challenge for leaders in all organizations (Tong et al, 2015). The transformational leadership style, has become the prominent leadership style (Conger, 1999) it also has been identified as a higher-order leadership style in the 20th century (Piller, 2015). From different perspective, as Avolio and Bass (1995) indicated that transformational leadership style is the most successful leadership style for managing in complex business and organizational environments such as IKCO. In this regards, the transformational leaders are viewed as high-level achievers who effectively execute strategic plans in most organizational situations (Piller, 2015). Apart from Piller (2014), there is a general lack of research in transformational leadership style from employee perception. So, this indicates a need to understand the various perceptions of transformational leadership styles that exist among employees particularly in a large business company to differentiate demographic factors in a large Iranian business company such as IKCO.

Over the years, growing organizational behavior literature on the KS highlights its importance for organizations. Organizations are looking for new mechanisms to enhance KS practices to gain a competitive advantage in this dynamic market. According to Chen (2004), companies, businesses and organizations that develop best practices for managing knowledge capital were the ones that ride in the competitive market. Organizations need to be aware of the factors that will influence the succeed of a KS initiative.

One of the prominent components of the KM is the way knowledge is shared in the organization at different levels. KS is one the most essential factor in an organization's competitive value (Bartol and Srivastava, 2002; Bergman et al., 2004; Wasko and Faraj, 2005; Darroch, 2003; Hendriks, 1999; Staples and Webster, 2008; Yi, 2009). This is because of knowledge management *"capability to deliver to organisations, strategic results relating to profitability, competitiveness and capacity enhancement"* (Omotayo, 2015, p,3). Therefore, knowledge management helps to understand why leaders and other employees must manage knowledge. In this regard, the employee behavior towards the sharing of knowledge is important. KS is the behavior of an individual who willingly shares or disseminates her/his knowledge to others. In other words, KS is the transfer of knowledge from one individual to another. Although technological advances in recent years have made it easier to share knowledge, KS has proven to be a far-reaching target for many organizations (Husted and Michailova, 2002). Because KS among members of an organization has, the potential to create enormous value for organizations, it is crucial to understand what motivates employees to share their knowledge. Therefore, there is a need for more research on issues that drive employees to share knowledge (Jonsson and Kalling, 2007).

Employee knowledge sharing depends on individual characteristics like the social status of the employees in the organizations (Yang, and Chen, 2007), experience of the employee, age and the gender (Bock and Kim, 2001). Thus the employees knowledge sharing behavior is directly related these factors this shows the employees at different levels of the organization having different experience and age tends to differ in their knowledge sharing behavior (Chang and Chuang, 2011; Michailova and Minbaeva, 2012).

Employee knowledge sharing is also related to many contextual factors, but the most important is the influence of the organizational leadership (Connelly, and Kelloway, 2003). Literature confirms the significant influence of leadership on KM success (Anantatmula, 2007, 2008; Davenport, *et al.,* 1998; Jennexand Olfman, 2005; Kulkarni, *et al.,* 2006; Lakshman, 2009; Huang, *et al.,* 2008; Lakshman, 2009; Tse and Mitchell, 2010). Most importantly, the role of transformational leadership in knowledge sharing is well noted by the researchers (Mushtaq and Bokhari 2011; Chen and Barnes, 2006; Gagné, 2009; Birasnav, Rangnekar and Dalpati, 2011; Bryant, 2003; Connelly and Kelloway, 2003; Pearce, 2004; Crawford, 2005; Carmeli, Atwater and Levi, 2011). Transformational leaders by the virtue of their leadership characteristics can influence the employee's knowledge sharing behavior by provoking awareness and emotional influence on their followers to extend the knowledge sharing practices in an organizational setting (Greenleaf, 1977; Correia de Sousa and Dierendonck, 2011; Carmeli et al., 2010; Carmeli and Waldman, 2010; Liden*et al.,* 2008; Neubert*et al.,* 2008; Russell, 2001; Johnson, 2001; Parolini et al., 2009; Van Dierendonck, D. 2011; Hinds and Pfeffer, 2003; Correia de Sousa and Dierendonck, 2011).

In summary, since, transformational leadership styles provide the basis for building the leader's influence for future missions, up to now, far too little attention has been paid to the Employee perception on supervisors' transformational leadership style and its relationship with supervisors' support on KS practices. Furthermore, there is still a lake of studies in identifying what is the relationship of transformational leadership on employee satisfaction of supervisors' support on KS practices.

However, the relationship of each dimension of the transformational leadership on employees' satisfaction with supervisors' support on KS practices is required to be explored for the identifications of the specific leadership attributes related to the employee knowledge sharing. It is more important to study these relationships within those organizations that are facing continuous adaptations and innovations. The automobile industry is one of the most dynamic industries in the world and in the context of developing countries like Iran the automotive sector is more competitive. Thus, the importance of employee knowledge sharing is more than that of other sectors regard to creating a competitive value in the region. This study

will focus on finding the influence of transformational leadership on the middle employee KS in IKCO in Iran.

1.5   Significance of the study

Employee knowledge sharing is a key process in elevating individual learning towards organizational performance improvement (Hansen, 2002; Mueller, 2014; Nahapiet & Ghoshal, 1998). Considerable research has highlighted the various determinants of KS among which a growing body of studies has turned its attention to the importance of leadership in facilitating KS (Bryant, 2003; Connelly & Kelloway, 2003; Lin & Lee, 2004; Nguyen & Mohamed, 2011; Srivastava, Bartol, & Locke, 2006; Xue, Bradley, & Liang, 2011; Yang, 2007, 2010). While all these studies have yielded interesting and useful information, transformational leadership may be more important in promoting KS (Bryant, 2003; García-Morales, Lloréns-Montes, & Verdú-Jover, 2008).

Consistent with the theoretical proposition, empirical evidence has supported this direct and positive influence at the individual level (Behery, 2008; Carmeli, Atwater, & Levi, 2011; Chen & Barnes, 2006). Recent advancement in studies about transformational leadership have raised concerns about the process by which transformational leaders affect their followers' knowledge sharing practices. As first put forward by Kark and Shamir (2002) and later validated by several scholars (Schriesheim, Wu, & Scandura, 2009; Tse & Chiu, 2012; Wang & Howell, 2012; Wu, Tsui, & Kinicki, 2010; Zhang, Li, Ullrich, & van Dick, 2013), transformational leadership was conceptualized as incorporating behaviors concerning both groups and individuals." However, very few studies investigated the relationship of these dimensions of transformational leadership on employee knowledge sharing. . This may suggest both transformational leadership and employee knowledge sharing are critical in human resource development. This study will focus on finding the relationship between each dimension of the transformational leadership and employee knowledge sharing practices at the individual level.

Furthermore, the role of the characteristics of transformational leadership and their relationship with the KS of the middle employee has been tested mostly in high tech industries like telecom (Ullrich, & van Dick, 2013). Literature on how dimensions of the transformational leadership and its relationship with KS of the middle employees of IKCO is limited. Thus, the significance of the study is twofold. First of all, it fills the gap in literature by looking into the dimensions of the transformational leadership and its relationship to KS. Secondly, this study focuses in the IKCO, as very few studies have focused on this sector.

1.6   Research Questions

This study aims to investigate the relationship between leadership and KS, and addresses the following main research questions:

i) What is the level of employee perception on supervisors' transformational leadership style and its relationship with supervisors' support on KS practices among middle employees in IKCO?

ii) What is the level of employee' perception towards supervisors' transformational leadership that has been proposed as perceived by employees in IKCO?

iii) What is the extent of relationship between the perception towards supervisors' transformational leadership and employee satisfaction with supervisors' support on KS practices in IKCO?

1.7   Research Objectives

The purpose of this study is to develop and empirically test a model explaining how leadership affects and improves KS. This study has three main objectives:

    i.   To investigate the level of employee perception on supervisors' transformational leadership style and its relationship with supervisors' support on KS practices among middle employees in IKCO.

    ii.   To investigate the level of employee' perception towards supervisors' transformational leadership that has been proposed as perceived by employees in IKCO.

    iii.   To investigate the extent of relationship between the perception towards supervisors' transformational leadership and employee satisfaction with supervisors' support on KS practices in IKCO.

1.8   Scope of The Study

The present study intends to examine the relationship of leadership with KS. An empirical study that is quantitative in nature conducted in the IKCO in Iran. This selection is based on two reasons: Firstly, KS is highly common in the IKCO. Secondly, according to Trade and Development Bank (2012) reports, in terms of the units produced, Iran's auto industries is ranked amongst the top five in the developing nations. As a result, the sampling frame for the current study includes IKCO in the country. The middle employees are surveyed as respondents; because, they have significant information to provide for the questions.

1.9   Conceptual and Operational Definitions

Knowledge Sharing

Conceptual: KS is the behavior of an individual who willingly share or transfer her/his knowledge to others. Put simply, knowledge sharing is the transfer of knowledge from one individual to another (Ozlati, 2012).

Operational: The study will operationalize the construct based on the three subscales, these subscales are Socialization, which refers to the sharing of informal

knowledge, externalization is the process of formalizing the knowledge and the last refers to the formal way of sharing knowledge.

Transformational leadership

Conceptual: Transformational leadership is a style of leadership where the leader is charged with identifying the needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of the group (Bass, 1991).

Operational: Study will operationalize the construct based on four dimensions i.e. Idealized Influence, Inspirational Motivation, Individualized Consideration and Intellectual Stimulation.

Idealized Influence:

Conceptual: Leaders behave as role models for their followers; they become admired, respected, and trusted. The leader's behavior is consistent, rather than arbitrary, and the leader shares in any risks taken. The leader demonstrates high standards of ethical and moral conduct and avoids using power for personal gain (Bass and Avolio, 1994).

Operational: Study will operationalize the sub construct on the basis of 3 items related to the transformation leader as perceived ideal, coworkers or subordinates feel happy and proud to work with him.

Inspirational Motivation:

Conceptual: Transformational leaders are inspiring and motivating in the eyes of their subordinates by providing meaning and challenge to their followers' work. They are able to energize employees' responses (Yammarino et al., 1993; Bass and Avolio, 1994).

Operational: Study will operationalize the sub construct on the basis of three items related to the transformational leader ability to motivate his coworkers or subordinates based on the skills and capabilities, providing means to do job and vision.

Intellectual Stimulation:

Conceptual: An intellectually stimulating leader arouses in subordinates an awareness of problems, recognition of their own beliefs and values, and an awareness of their own thoughts and imagination (Yammarino et al., 1993).

Operational: Study will operationalize the sub construct on the basis of 3 items related to intellectual ability of the transformational leader i.e. exploring new ways, solving problems, provoking intellectual abilities of others.

Individualized Consideration:

Conceptual: The leader with individualized consideration will give personal attention, treat each employee individually, and coach and advise each employee (Bass, 1990).

Operational: Study will operationalize the construct on the basis of 3 items related to the transformational leader's ability to focus individual interests and assist individuals in understanding their job requirements by giving personal attention to workers and their working conditions.

1.10   Outline of The Thesis

Key concepts and objectives of the research were introduced in this chapter. Chapter 2 reviews the related literature on leadership and its relation whit KS. It continues by introducing underlying theories and the theoretical framework of the study. The chapter ends with hypothesis development and a summary of the chapter. Chapter 3, then, was designated to research methodology in terms of sample frame, research method, research instrument, data collection procedures, and determining data analysis method. Chapter 4 of the thesis focus on the data analysis and hypothesis testing of the data collected from the respondents and the last chapter of this study describes the brief discussion on the findings of the study and highlighted the key contributions of the study.

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