

Leadership style, Shared leadership and team performance

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Abstract: In recent years, the competition among the organizations is becoming more and more intense, based on the structure of the team, the organization's leadership has made a profound change in leadership strategy and technology. Based on the theoretical analysis and relevant concepts of leadership style, shared leadership and team performance, this paper discusses the intermediary role of shared leadership between leadership style and team performance by using questionnaire survey method, correlation analysis and regression analysis method. The empirical results show that different leadership styles have the opposite effect on team performance, and shared leadership plays a role of intermediary between leadership style and team performance.

Keywords: transformational leadership; transactional leadership; shared leadership; team performance.

1. INTRODUCTION

At present, with the advancement of technology and the integration of the global economy, the competition among enterprises is becoming fierce increasingly. Many companies are constantly improving their organizational methods and leadership techniques to improve their work efficiency and establish their core competitiveness. As a product that has been proved by practice, the team has become the work basis of an efficient organization. On the one hand, this combination method can integrate all departments of the company, strengthen communication and cooperation among various departments of the company, increase the speed of internal information circulation and the resilience of enterprise, and make the output efficiency of the enterprise far exceed the sum of all individual capabilities of all employees on quantity and quality. On the other hand, it will reduce the company's cost of transferring knowledge and information which is caused by increasingly specialized social division of labor and limited knowledge and skills of senior managers, improve the efficiency of corporate communication and coordination, and enable companies to respond to changes of the market in a timely manner as the organizational form is oriented toward products, customers, results, and the entire process. Regard to the establishment of leaders and leadership methods in the team, Peter Dulak, the American management guru, believes that the company should be an organization formed

by equal people and colleagues. Everyone's performance is determined by his or her contribution, not the level of his or her status [1]. In other words, the individual-centered leadership of the team has changed. The role of a leader in an organization is dynamically changed by different members according to their own capabilities and environmental conditions. It can be performed by team-appointed leaders or ordinary members of the team.

This is a manifestation of shared leadership power, a process of sharing of leadership, a process of focusing on leaders and members participating in management decisions together. It helps the efficient implementation of team goals. In addition, since the 1990s, many studies have shown that leadership styles of leaders have an impact on team performance, and that the participation of team members in decision-making, execution, supervision, and evaluation processes will affect the achievement of team performance.

In summary, many scholars believe that the leadership style will affect the team's performance without discussion on the internal mechanism between the two in depth. Especially they didn't combine shared leadership power to reveal the inherent laws that the leadership style effect on team performance.

Based on this, this article will explore the relationship among leadership styles, shared leadership power and team performance with empirical research methods, which helps explain the internal influence of leadership on team performance from a new perspective. It is a useful complement to existing research.

2. Concept Definition

2.1 Leadership Style

The team leadership style is the embodiment of the leader's behavior pattern, and is the characteristics of the habitual leadership style. Research shows that leadership style is mainly reflected in work behavior and relationship behavior. Work behavior refers to the degree to which a leader defines the responsibility of an individual or organization, that is to make other person perceive his/her own role orientation, work content, and work methods. One-way communication from the leader to the leader is a typical characteristic of the behavior. The relationship behavior is the leader's behavior that meets the psychological needs of the followers, including listening, encouraging, commending, expressing trust, enhancing the sense of participation, establishing affinity relationships and employees' sense of belonging, etc. The two-way or multi-directional communication between leaders and followers is the main feature of the behavior. Each leader has different styles from other leaders associated with the work environment, experience, and personality. Some leaders emphasize oversight and control, while others focus on trust and decentralization. Some leaders emphasize on persuasion and explanation while others focus on encouraging and establishing affinity. There is a division for leadership styles. Bums (1978) believes that there are transactional leaders and transformational leaders [2]. Bass (1985) also believes that transactional leaders and transformational leaders are not two extremes that mutually exclusive, but two separate dimensions. Leaders and followers meet needs through exchanges in the transactional

leadership mode. Hollander believes that the transactional leadership style is that the leader guides and motivates the subordinates to complete the organizational goals through explicit tasks and the needs of the role [3]. It emphasizes performance, and there is a contractual transaction between the leader and the subordinates.

In contrast, Bums (1978) believes that transformational leadership is a way to change the existing state of the organization and society based on the improvement of followers' values and beliefs. House (1999) defines transformational leadership style as the relationship between leaders and employees, and considers this relationship to be a combination of favorable influence on leaders' behavior and employees [4].

According to the above study, this paper believes that there are two types of leadership style: transactional leaders and transformational leaders. The transactional leadership style emphasizes on the performance. It meets need based on the exchange. Transformational leadership style is to stimulate demand based on emotions, to prompt employees to sacrifice personal interests for organizational interests, and to achieve results beyond the original expectations.

2.2 Shared Leadership

Sharing leadership is a style that companies produce in process of improving team performance. Avolio et al. (1996) proposed that sharing leadership is a transformational leadership that is shown by highly developed teams at the group level. Pearce & Sims (2002) found that leaders are distributed in team members and are influenced horizontally by colleagues. Pearce & Mans (2005) pointed out that shared leadership occurs when all team members fully participate in team leadership. It is a simultaneous, continuous, and interactive process, including the emergence of formal and informal leaders. Ensley, Hmieleski & Pearce (2006) put forward that shared leadership is a process for team members to jointly exercise leadership, rather than the responsibility of a given individual. Philippines (2010) argues that shared leadership is a dynamic interactive leadership process that focuses on group or organizational goals and is coordinated by groups or organizations in accordance with specific situations. Many scholars studied the influence factors of shared leadership, Yukl (1999) put forward environmental characteristics, such as organization support system, incentive mechanism, team characteristics (e.g., team trust, maturity and familiarity of team members, team effectiveness) and task characteristics (e.g., knowledge innovation, task interdependence, task complexity), will have an effect on the efficiency of shared leadership and team performance.

In summary, this paper believes that shared leadership is a dynamic and interactive process of interaction among individuals in a group. In this process, the group will perform leadership functions according to the task situation by team members with relevant expertise, and dynamically replace leadership roles according to situation changes to achieve the goals of the team and the organization.

2.3 Team Performance

In recognition of the team's goals, a group of valuable individuals actively work hard for the team goals and for achieving high-quality result, and they fully utilize its talents and self-realization in the process of achieving the goals. It is a team.

Performance is an important factor to measure the success of team formation. In a broad sense, performance is the purpose of team work. Team performance is the extension of performance in the context of the team. It is the result of the team members working together, including both the team-level and individual-level performance. At present, the definition of team performance in academia can be divided into narrow sense and broad sense. Among them, Devine and Philips explained the team's performance from a narrow perspective. They believe that team performance is the degree of accomplishment of the team's goals or tasks, that is, task performance. Chinese scholar Wang Zeyu et al. (2014) also believe that team performance is the actual result of the team's accomplishment of the expected goals [5]. Compared with narrow team performance, team performance in the broad sense includes the completion of tasks or goals, work efficiency, and relationship effectiveness.

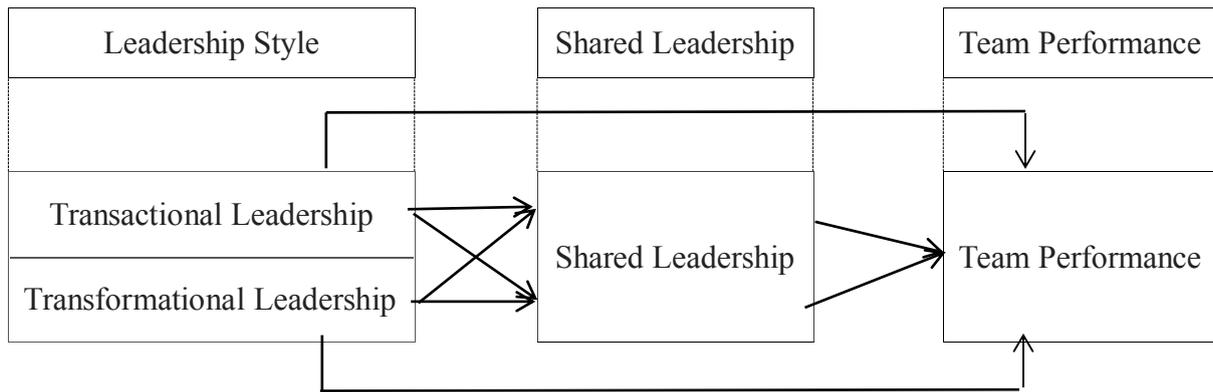
Guzzo and Shea (1993) believe that team performance is the team effectiveness produced by effect of team interaction process on team input resources. It is based on the "input-process-output" model of team performance proposed by McGrath (1964) [6]. Team input resources include team members knowledge, team structure, etc. Team interaction process includes team cohesion, team conflict and other mechanisms that affect team members' behavior and ability. Team effectiveness includes actual output, continuous development of members and team, member satisfaction, etc.

Based on the above analysis, this paper believes that team performance is the behavior and results that the team takes in order to complete the set goals, and the ability to enhance the sustainable development in the future.

3. Hypothesis and Empirical Research

Based on the theory of "input-process-output" of team performance, the paper believes that the team's leadership style, as an input resource of the team in the process of accomplishing the goal, will affect the effectiveness of shared leadership and affect the team effectiveness output, such as performance of the team work, team satisfaction, members' knowledge and skills, and members' willingness to continue to cooperate and so on, that is, team performance.

Combined with the analysis of previous literature and the purpose of this study, the paper sets a research concept model which is shown in Figure 1. transactional leaders and transformational leaders



Picture 1 Research model of relationship among leadership style, shared leadership and team performance

3.1 The Impact of Transformational Leadership on Shared Leadership

Leaders with transformational leadership influence subordinates through subtle ways and establish exemplary roles for employees. They influence employees with virtue and make subordinates work hard to achieve organizational goals and mission. Under this leadership style, employees can clearly define the common goals of the team and their own work goals, fully participate in team tasks, exert influence, provide leadership in areas where they are good at, evaluate the performance of teams and individuals, and make adjustments for inappropriate performance. They also could cooperate with each other and provide social support for others. They could clarify their roles and responsibilities and then establish a team commitment and a positive team spirit. Sharing knowledge with teammates help them build and enrich the team's shared mental model. In addition, the transformational leadership will provide employees rich internal and external information, and create an easy working environment for employees to freely communicate and share work experience with each other. Then employees could get more work information and improve their ability to handle things, which is necessary for becoming a leader.

In conclusion, the transformational leadership help employees improve the autonomy and be pleasure to play an active role in the change. They will integrate their own interests with the interests of the team, and take the initiative to play the role of leader and take responsibility in specific situations. The process promotes formation of shared leadership. Based on this, this paper proposes:

H1: Transformational leadership positively influences shared leadership.

3.2 The Impact of Transactional Leadership on Shared Leadership

Leaders in transactional leadership and his team members achieve team goals by exchanging and satisfying each other. Under this leadership style, the cooperation between leaders and employees is more like a transaction to meet the needs of the other party. Such transactions are immediacy. Once the transaction is over, there is no contact. The employees think that the decision is made by the leaders or authoritative people, they only need to execute. Therefore, employees are only concerned with what the leaders demanded and do not care about other

things that are not related to them. They lack communication and cooperation with each other and think that there is no need to stand out as a leader when the organization needs them. In addition, when problems occur in the process of completing team tasks, leaders with a transformational leadership style will correct their subordinates' negligent behaviors by means of exception management, negative feedback, and power-negative reinforcement, rather than encouraging subordinates to step forward and act as their professional leader to solve the problems encountered. In this environment, employees do not play the role of leadership, which also affects the formation of shared leadership.

In summary, leaders obtain leadership through the tangible and intangible exchange conditions with their subordinates in transactional leadership style. This leadership can't give employees the meaning of work, and thus can't mobilize the enthusiasm of the employees and develop the creativity of the employees. In this leadership, shared leadership is hard to form. Based on this, this paper proposes:

H2: The transactional leadership style negatively affects shared leadership.

3.3 The Impact of Shared Leadership on Team Performance

Shared leadership claims that leaders and their subordinates share the leadership responsibilities of the team, and subordinates are more willing to take responsibility and more proactive. When all members of the team were fully involved in the leadership of the team, and to guide and influence other members of the team in order to maximize the potential of the team without hesitating, shared leadership was achieved. Sims (2002), in his study of the relationship between shared leadership and team performance, found that shared leadership is a more effective leadership model than straight leadership in promoting team performance [7]. Research by Pearce et al. (2004) shows that a high level of shared leadership can motivate employees' enthusiasm for work, increase their work efficiency, and enable them to assume more responsibility for their work if employees receive greater power and more respect [8]. Carson (2007) shows that using shared leadership in team work promotes team performance improvement [9].

In summary, shared leadership helps create a positive team work atmosphere, promotes formation of team shared goals, enables members to learn from each other, and jointly assume responsibilities. Thereby, team performance can be implemented efficiently. Based on this, this paper proposes:

H3: Team shared leadership positively affects team performance.

3.4 The Impact of Transformational Leadership on Team Performance

Leaders of transformational leadership set a good example for employees, focus on their growth needs and achievements, influence subordinates in subtle ways, provide employees with meaningful and challenging work and give high expectations for employees. Subordinates can work hard to achieve the goals and mission of the organization and adopt a more positive and optimistic working attitude.

Bass believes that transformational leadership can motivate employees to achieve the highest performance by stimulating their self-awareness and self-worth. Howell's research on the

impact of transformational leadership and transactional leadership on business group performance suggests that transformational leadership behaviors can help improve organizational performance [10]. The study of Den Hartog et al. argues that transformational leaders can better motivate subordinates [11]. Li Xiujuan and Wei Feng integrated two perspectives from leaders and exchanging subordinate leaders. The study found that transformational leadership has a very significant positive effect on employee performance, satisfaction, extra effort, organizational commitment, and exchange of leadership affiliations [12].

In summary, transformational leadership will enable employees to have full confidence, admiration and respect for leaders, increase employees' sense of belonging and well-being, and enable subordinates to work hard to achieve organizational goals and missions. The process will contribute to the long-term and effective development of the team and enhance the team performance. Based on this, this paper proposes:

H4: Transformational leadership positively influences team performance.

3.5 The Impact of Transactional Leadership on Team Performance

Transactional leadership is found on the basis of bureaucratic authority and legitimacy related to a person's position in the organization. It emphasizes mission objectives, work standards, and output. It often focuses on the completion of tasks and the compliance of employees. It also depends more on organizational incentives and penalties to influence employees.

In the transactional leadership, the leader guides and motivates the subordinates to complete their organizational goals with clear tasks and the needs of their roles. They use incentives and rewards to motivate their subordinates. It makes employees place their own motivation on rewards, only pursue short-term efficiency and maximization of profit, ignore the long-term development of the team. The process affects the improvement of the team's performance. Burns (1978) pointed out that the efficiency of transactional leadership style is relatively high, but it does not lead to organizational and social changes. It tends to maintain the existing state to make a negative impact on team performance.

In summary, the transactional leadership style leads or mobilizes subordinates to achieve established goals through clear roles and task assignments, which will reduce the team members' recognition and satisfaction with the team and work. Employees will not maximize their own value and can't focus on the realization of team tasks and goals. Ultimately group advantages and integration benefits can't be played efficiently and team performance reduces. Based on this, this paper proposes:

H5: Transactional leadership negatively affects team performance.

4. Empirical Research

4.1 Research Sample

This study mainly obtained empirical data through a questionnaire survey. The mature enterprises in Xi'an High-tech Industrial Park are the core samples of the study. Some other enterprises which belong to knowledge-intensive industries such as software communications

and electronic information are supplemented. With the help of Xi'an High-tech Zone Management Committee and the MBA students, the study selects teams of different sizes for investigation with random sampling and snowball sampling to ensure the reliability of the research results. A total of 235 questionnaires were collected, 25 questionnaires were excluded for the data distortion, and 219 valid questionnaires were collected, and the effective rate was 89.4%. the proportion is similar for team size 1-4, 5-8, 9-15 and more than 15. It ranges from 20% to 29.05%. 80.95 percent of the respondents were between 20 and 30 years old, 56.19 percent of the respondents are males, and 80.05% of them has a bachelor's degree or above. As a whole, the sample data is evenly distributed, and it meets the need that teams are knowledge-centered. The data is representative.

4.2 Variable measurement

In this paper, the existing mature scale is used as much as possible in the variables selection. In order to avoid people's bias towards "intermediate options," each variable uses Likert's 6-point scoring method. 1 represents "completely non-compliant", 2 represents "non-conformity", 3 represents "more unconformable", "4" means "more suitable" and 5 means "conformity". The variables are measured as follows:

Leadership style. Refer to Bass' description of transformational leaders and transactional leaders, the paper measures leadership styles from 4 perspectives: charisma, appeal, intelligence stimulation, and personalized care. Based on the relevant scales in "Structure and Measurement of Transformational Leadership" written by Li Chaoping and Shi Kan's (2005), the paper set 10 items[13].

Shared leadership. This article uses the shared leadership scale, which is compiled by Liu Boyi (2009), to measures shared leadership from four dimensions of performance expectations, team learning, mutual collaboration, and sharing of authority and responsibility including 5 items.

Team performance. This paper measures team performance with three indicators of task achievement, member satisfaction, and development ability. Considering the purpose of this study, the paper set 5 items to measure team performance according to the team performance scale prepared by Tjosvold (1988) [8] and Weiwu (2012)'s research on team performance in relation to member satisfaction and development capabilities [48].

5. Empirical analysis and discussion

5.1 Reliability and Validity Analysis

To ensure the reliability and validity of the questionnaire, all questions were based on relevant questionnaires and literature studied by domestic and foreign scholars, and adjusted by experts. The data was processed by SPSS 22.0. The reliability and validity test results of the scale are shown in Table 1.

Table 1 Reliability and Validity of Scale

Factor	Cronbach's α	KMO	Bartlett
Transformational Leadership	0.754	0.623	0.000
Transactional Leadership	0.784	0.553	0.000
Shared Leadership	0.737	0.711	0.000
Team Performance	0.762	0.874	0.000

Table 1 shows that α of factors and explanatory variables are all greater than 0.7 and scale internal consistency is good. The questionnaire reliability is acceptable. The validity of the scale is very good for that the KMO of each variable is greater than 0.7, and the significance level of Bartlett's sphericity test is $P=0.000<0.05$.

5.2.5.2 Analysis of empirical results

5.2.1 Correlation analysis

This article uses Pearson correlation analysis to analyze the correlation. The correlation coefficients of two factors of leadership style, shared leadership and team performance are shown in Table 2:

Table 2 Correlation coefficients

Variables	均值	标准差	1	2	3	4	5	6	7
Development Stage	2.83	0.998	1						
Team Scale	2.73	1.025	-0.095	1					
Establish of year	2.93	1.034	0.642**	0.075	1				
Transformational Leadership	3.60	0.896	-0.281	0.103	-0.289	1			
Transactional leadership	4.57	0.993	0.269	-0.117	0.276	-0.445**	1		
Shared Leadership	3.26	0.987	-0.241	0.150	-0.344*	0.827**	-0.600**	1	
Team Performance	4.31	0.960	0.516**	-0.129	0.492**	0.715**	-0.658**	0.729**	1

indicates that the correlation is significant at the 0.05 level (two-tailed), ** indicates that the correlation is significant at the 0.01 level (two-tailed)

From Table 2, we can see that the minimum correlation coefficient between leadership style, shared leadership and team performance is 0.600, and each variable has significant correlation. Among them, shared leadership is positively correlated with the transformational leadership with a correlation coefficient of 0.827, and is significantly negatively correlated with the transactional leadership. Transformational leadership was positively correlated while transactional leadership style was negatively correlated with team performance. Shared leadership has a significant positive correlation with team performance. The specific relationship between variables needs to be further studied by regression analysis.

5.2.2 Regression Analysis

In this paper, multivariate regression analysis is used to carry out hypothesis testing. Control variables, independent variables, and mediator variables enter the model in turn, results are shown in Table 3. According to model 2 in Table 3, there is a significant positive correlation between transformational leadership style and team performance ($\beta=0.377$, $P<0.001$). The result is consistent with the hypothesis H4. There was a significant negative correlation between transactional leadership style and team performance ($\beta=-0.410$, $P<0.001$). The result is consistent with the hypothesis H5. From model 3 in Table 3, there is a significant positive correlation between shared leadership and team performance ($\beta=0.470$, $P<0.01$). Hypothesis H3 passed the test.

Table 3 Results of Regression Analysis

Variables		Team Performance		
		Model 1	Model 2	Model 3
Control Variables	Development Stage	0.310* (1.728)	0.207 (1.687)	0.096 (0.803)
	Team Scale	-0.122 (-0.888)	-0.033 (-0.355)	-0.016 (-0.179)
	Year of Establish	0.302* (1.688)	0.139 (1.126)	0.094 (0.795)
Independent Variables	transactional leadership		-0.410*** (-3.916)	-0.220 (-1.304)
	transformational leadership		0.377*** (3.611)	0.107 (0.731)
Mediator Variable	Shared Leadership			0.470** (2.936)
	R2	0.324	0.707	0.769
	Adjusted R2	0.270	0.665	0.720
	F	5.923**	16.879**	15.688***
	Significant	0.000	0.000	0.000

means significant $P<0.1$, **means $P<0.01$, *** means $P<0.001$.

This paper uses the causal steps proposed by Baron and Kenny to test the mediating effect, as shown in Table 4.

Table 4 Shared leadership mediation analysis results

Steps	Explanatory variables	Explained variables	β	Adj R2	F
Step 1	Shared Leadership	Team Performance	0.729***	0.396	27.202***
Step 2	Transformational leadership	Shared Leadership	0.677***	0.714	50.885***
	Transactional leadership	Shared Leadership	-0.299**		
Step 3	Shared Leadership	Team Performance	0.060**	0.590	20.199***
	Transactional leadership	Team Performance	-0.523**		
	Transformational leadership	Team Performance	0.461**		

From Table 4, we can see that the transformational leadership has a significant positive correlation ($\beta=0.677$, $P<0.001$) and transactional leadership has a significant negative correlation ($\beta=-0.299$, $P<0.01$) with team performance. The result support hypothesis H1 and hypothesis H2. The significance of the correlation among all variables was verified in Table 4, indicating that shared leadership has some mediating effects between the two dimensions of leadership style and team performance.

6. Conclusions and discussions

This research establishes a theoretical research model and conducts an empirical research of leadership style, shared leadership and team performance through the research and analysis of related theories. In the aspects of leadership style, shared leadership and team performance, the results show that the transformational leadership has a positive correlation with shared leadership and team performance, that is, when the leadership style of the team leader is more towards the transformational type, the higher level of shared leadership achieved in the team, the higher of team performance. Transactional leadership has a negative correlation with shared leadership and team performance. That is, when the team leader's leadership style is more transactional, the level of shared leadership achieved in the team is lower and the team performance is greater low. Secondly, there is a positive correlation between shared leadership and team performance in shared leadership and team performance. That is, the higher degree of shared leadership achieved in the team, the higher level of the team's performance.

The empirical research results provide some enlightenment for leaders to build up shared leadership and improve team performance with leadership styles. Firstly, it is necessary to abandon the perception of "mainly based on me" for a team leader to deal with the relationship with the subordinates. Leaders should pay attention to the subordinate's feelings, improve their abilities and value, respect the autonomy of the members in the process of completing the task. At the same time, leaders should increase their leadership charisma and improve leadership effectiveness by improving their personal intelligence and emotional control, establishing correct moral values, and improving their self-quality. Leaders should respect members, establish the team goals and assignments objectively and reasonably, so that members will have a sense of identity in emotion, cognition and value, have a feel of a work environment with mutual respect. Secondly, leaders should work hard to create a happy and relaxed working environment in order to mobilize the enthusiasm, initiative and creativity of the members. Then members can effectively complete the team tasks with a high degree of loyalty and responsibility because they have same values and vision with the team. The process promotes team performance.

The study obtained theoretical and empirical analysis of relevant research results. However, there are some inadequacies subject to objective conditions such as geographic, corporate environment. Besides, the paper mainly based on knowledge-intensive enterprises, future research can increase the discussion of related issues in the industry. We can also increase relevant variables or further study the dimension of the variables on the basis of this paper. For

example, future study can research whether the independent variable has the same mechanism on different dimensions of team performance.

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