

**Examining the Role of Relational Identification in between the Transformational
Leadership and Job Performance**

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Abstract

The present study focuses on the role of relational identification between transformational leadership and job performance. The model has been tested in the higher education sector. Information regarding transformational leadership and relational identification has been procured from college teachers and their performance has been judged by their respective head of the department. The data has been duly validated with the help of CFA. SEM has been used for hypotheses testing and hierarchal regression has been used to test the moderating effect of relational identification. The results indicate that transformational leadership affects the job performance. Further, relational identification act as a moderator instead of mediator in between the transformational leadership and job performance relationship. Managerial implications and scope for future research have also been discussed.

Keywords: Transformational leadership, Relational Identification and Job performance.

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Introduction

A high quality workforce is the cornerstone of a successful organization. They are the largest cost and HR resource of an organization. Attaining and retaining high quality workers is a primary necessity for organizations these days (Sharma & Jyoti, 2006; Ward et al., 2013 & Kwan, 2009). For this purpose we require leaders, who can nurture the organization by directing and supervising the work of people within the organization. In this context, transformational leaders play a great role. It has been the focus of research both in the public and private sectors (Stewart, 2006) due to its influence on an employee's job performance and other organizational processes. Burns (1978) introduced the transformational leadership model, which uses social exchange theory to achieve a desired follower behavior. Social exchange theory states that when a person provides something of value to another person it obligates the recipient to reciprocate (Blau, 1964). Many studies have been undertaken pertaining to transformational leadership and its outcomes, the most prominent being the job performance of the employees (Bass & Avolio, 1990; Lowe et al., 1996). This paper also focuses on this relationship but from a different angle as it does not consider the direct relationship but a chain i.e. transformational leadership affects job performance through relational identification with the leader (Kark et al., 2003; Walumbwa & Hartnell, 2011). In the present study a model is proposed taking into consideration the three processes i.e. the transformational leadership, relational identification with the leader and the job performance of employees in order to evaluate the direct as well indirect effect of transformational leadership on job performance through relational identification. After reviewing the literature we found that most of the studies on transformational leadership have been

conducted in MNC's, financial sector and educational sector. Research conducted in the education sector have focused on the student - teacher relationship at school level (Stewart, 2006; Wing, 2012; Tham & Kam, 2008) and that too in western context but no study on the topic "Role of Relational Identification between Transformational Leadership and Job Performance" has been conducted in the Indian higher education sector. So we tried to fill up the gap with the help of the proposed model.

Theoretical Framework

In order to have a good conceptual review on transformational leadership and relational identification, the theories on which these concepts were originally based were studied. Transformational leadership theory seeks to describe and explain leader- follower engagement (Burns, 1978). This means that leaders and followers are bound together in a mutually uplifting partnership and thus focus on inspiring, motivating one another. The process of mutual transformational engagement raises the level of aspiration and conduct of leaders and followers hence they involve in social exchanges (Blau, 1964) and perform better. Further, Tajfel (1972) introduced the idea of social identity. He defined social identity as the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership. Relational identity based on this theory doesn't talk about the groups but it only considers how much a particular subordinate working under supervision of a particular leader identifies him/her with leader. Followers' perceive that effective leaders should be proactive, change oriented, innovative, motivating and inspiring, and must have a vision or mission with which they influence others. They should also be interested in others and be able to create commitment and extract extra effort from, and generally empower, the people they are

interacting with (Hogg, 2001). Thus in the present study we tried to examine the nature and strength of relationship that exist between the transformational leadership and relational identification and in between transformational leadership and job performance in presence of relational identification with leader.

Transformational Leadership

Transformational leadership has been defined as a process of influencing subordinates by increasing their goal perceptions making them confident to perform beyond the expectations (Dvir et al., 2002). Transformational leadership empowers subordinates towards freethinking, makes them independent individuals capable of exercising leadership (Mina, 2009). Judge and Piccolo (2004) viewed that transformational leadership is an extension of transactional leadership and the augmentation effect makes better leaders. Without transactional leadership, transformational leadership would not be possible. Transformational and transactional leadership are two distinct leadership theories, but a single leader can possess traits from both theories (Madzar, 2001). Burbuto and Burbach (2006) asserted that effective leaders also exhibit high levels of transformational leadership, which is based on the leaders' personal behaviors and has a substantial impact on followers (Daft, 2005). Transformational leaders inspire follower's values by helping the follower to align these values with the values of the organization. They develop followers' commitment to shared vision and goals for an organization or unit, challenging them to be innovative problem solvers and also develop follower's leadership capacity via coaching, mentoring and provision of both challenge and support (Bass & Riggio 2006) for pursuit of organizational goals. Bass and Avolio (1994) (cited in Reeds, 2005) viewed that transformational leader's behaviors are associated with four characteristics, i.e. inspirational motivation, idealized

influence, intellectual stimulation and individualized consideration. Initially Burns (1978) gave five dimensions of Transformational leadership, which were later merged into four by Bass and Avolio (1994) viz., idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Idealized influence represents the highest level of moral reasoning and perspective-taking capacity (Liaw et al., 2010). Such leaders are willing to sacrifice their own gain for the good of their work group, organization and community. They set high standards for work conduct and are role model for those standards (Dubinsky et al., 1995). Leaders with inspirational motivation to create a clear understanding of expectations and demonstrate a high commitment to organizational goals and a shared vision (Stewart, 2006) by creating team spirit. They create clearly communicate expectations that followers want to meet and also demonstrate commitment to goals and the shared vision through continuous encouragement (Shibru & Darshan, 2011). Innovation and creativity is the heart of intellectual stimulation factors. Leaders, who motivate creativity, challenge the old ways of doing as part of their regular job and exhibit intellectually stimulating part of transformational leadership (Bodla & Nawaz, 2010). These leaders cultivate the same skills in their workers (koh et al., 1995). In individualized consideration the coaching, mentoring and teaching is the pivotal tools, which transformational leaders use for individualized concern (Rafferty & Griffin, 2004). The individualized considerate leaders demonstrate high concern for their subordinates by treating them as individuals and try to know them by listening to both their concerns and ideas (Kirkbride, 2006 p.25).

Relational Identification with leader

Relational Identification is one of three components of the identification theory (self identity, collective identity and relational identity). It is the degree to which one includes the role relationship in one's self – concept (Aron & Aron, 2000). It refers to a partial definition of

oneself in terms of a given role relationship and offers a new way to understand the unique supervisor- subordinate relationship (Sluss & Ashforth, 2007). Further it is generally argued to be a psychological healthy relational state, fostering empathy, liking, cooperation and in the role and extra role performance. However, extreme relational identification can foster negative outcomes such as codependency and collusion in cooperative behavior (Aron & Aron 2000; Ashforth & solos 2006; Sluss & Ashforth, 2007). The relational identification involves self-definition based on people's dyadic connections with specific others such as a coworker or supervisor. People with strong relational identification are motivated to fulfill their partner's role expectations and to work toward bettering their partner's welfare because self worth is derived from having high quality relationships and satisfied partners. For example, the satisfaction and commitment of employees with strong relational identities is contingent to the quality and fairness of interpersonal treatment they receive from others (Johnson et al., 2006).

Job Performance

Job performance reflects the completion of the role / task allocated to a particular person/employee. It comprises contextual and task performance. It is necessary to distinguish between both in order to understand the concept of job performance. Basically the concept of contextual performance was introduced in response to difficulty to expand the job performance domain (Arvey & Murphy, 1998). Contextual performance refers to those activities of employees that are required to interact and coordinate with others and to perform them in certain ways that go beyond their job- description in order to fulfill job specific tasks. Such contextual behaviors serve to facilitate communication, improve social communication and reduce tension and disruptive emotional responses, all of which are essential to an organization's survival and

success where as task performance deals with the task activities that are role prescribed and formally recognized as part of jobs, they can contribute either directly and indirectly to the technical core of the organization. Moreover many empirical studies have demonstrated the difference between task performance and contextual performance (Motowidlo & Van Scotter 1994; Borman et al., 1995, Conway, 1996, Van Scotter & Motowidlo 1996; Rotundo & Sackett, 2002).

Hypotheses Development and Research Model

Transformational leadership and job performance

Leadership, research reveals that job performance depends on leadership style adopted by the managers (Adeyemi, 2010 & Tan, 2012). Administrative style of leadership adopted by managers has been referred as inappropriate by the subordinates as it negatively affects their motivation (Adegbesan, 2013, Park & Jeong, 2013). Transformational and situational leadership approaches could constitute an important factor to increase subordinates job satisfaction and motivation, which in turn can affect their performance (Elzahiri, 2011; Otham & Wanlabeh, 2012). Transformational leader results in mutual stimulation and elevation that converts follower into leaders and in turn leaders in to moral agents (Burns 1978, p.4). They enhance follower's capacity to think on their own, develop new ideas and question outmoded operating rules. The major goal of transformational leaders is to develop follower self management and self development so that they can perform better job (Dvir et al., 2002). This phenomenon establishes a direct relationship between transformational leadership and job performance. The same relationship has been revealed by (Lowe et al., 1996 & Ortiz et al., 2012). The job performance

of the employees can be enhanced more when they will be given up a chance to act as Co leaders themselves (Johns & Harborne, 2003).

Hypothesis1. Transformational leadership positively affects job performance.

Transformational leadership and relational identification with leader

Transformational leadership is a process whereby ordinary people can bring forth the best in themselves and others too. Transformational leadership results in a mutual stimulation and elevation that converts followers into leaders and in turn leaders into moral agents (Burns, 1978). There are four types of transformational behavior: charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Charisma arouses strong follower emotions and leader identification by the follower (Dvir et al., 2002). It was found that transformational leadership enhances direct follower development. Relational identification occurs when people adopt attitudes and behaviors in order to be associated with a satisfying, self-defining relationship with another person or group. Transformational leadership involves relational identification because idealized influence results in the perception of leader's charisma, hence this phenomenon establishes a relationship between transformational leadership and supervisor-related identification. The personalized relationship between transformational leader and follower creates an environment in which the follower would feel happy to work with a leader. The transformational leader is an ideal or role model for the follower and hence the follower is likely to be influenced the most by such a leader (Dasborough & Ashkanasy, 2002). The good quality relationship between leaders and the followers will make the leaders likable by the followers and then followers identify with their supervisor.

Hypothesis2. Transformational leadership is significantly predictor of relational identification.

Relational Identification and job performance

Relational identification is a result of interpersonal affairs which focuses on one's role related (i.e. such as between a leader and his/her direct reports), whereby a follower defines him or herself in terms of a given role relationship. Relational Identification expands the followers sense of what defines them, providing psychological and relational benefits (Sluss & Ashforth, 2007). People with strong relational identities are motivated to fulfill their partner's role expectations and enhancing their partner's welfare because self worth derives from having high quality relationships and satisfied partners (Broderick, 2006). For example, the satisfaction and commitment of employees towards their duties and organization with strong relational identities is contingent on the quality and fairness of interpersonal treatment they receive from others (Johnson et al., 2006). Further when a leader evaluates the performance of a subordinate the supervisor will recall relevant information based on his/her past interactions with the subordinate. In the early stage of the relationship, cues related to performance evaluation may not be clear. The supervisor's overall impression of the subordinate may play an important role in the assessment process i.e. better the role relationships better will be the job performance (Wang et al., 2008).

Hypothesis3. Higher the relational identification better is the job performance.

Transformational leadership, relational identification and job performance

Relational Identification refers to a definition of oneself in terms of a given role- relationship and offers a new way to understand the unique supervisor-subordinate relationship (Sluss & Ashforth, 2007). Transformational leadership will be related to relational identification with supervisor, because such leaders serve as exemplary role models, articulate a compelling vision and communicate high performance expectations (Charisma), provide emotional appeal, meaning and challenge to their followers (inspirational motivation), pay specialized attention to their followers needs expectations and development (individualized consideration) while also challenging their followers to look at issues from different perspectives (intellectual stimulation). Moreover theory and research also suggest that transformational leaders motivate followers to identify with the importance of their work and stress the importance and values associated with desired outcomes in ways that are more easily understood by the followers, while simultaneously setting high performance standards (Bass, 1985). Hence Identification resulting from associating with such leaders is likely to have a positive effect on follower's performance (Dumdum et al., 2002 & Lowe et al., 1996). Thus, it is believed that a transformational leader may play an important role in enhancing follower's relational identification with the leader because the influence of such leaders are based on their success in connecting their follower's level of self concept or identity with role relationship (Kark & Shamir, 2002). Further effective leaders express their transformational behaviors within a personal dynamic relational exchange context. Transformational leaders who are insensitive to the importance of follower's reciprocity expectations and the relational requirements of a high quality relationship (e.g. Reciprocity, personal development and social bonding (Dvir et al., 2002) are likely to be less effective than they could be. It appears that it is through developing stronger social bonds that transformational

leaders' impact follower performance (Wang et al., 2005 & Wang et al., 2008). Transformational leaders increase the emotional connection or identification between the supervisor and the follower such that follower feels more confident to perform beyond expectations. Thus, relational identification resulting from associating with such leaders is likely to have a positive effect on subordinate performance (Yang et al., 2011).

Hypothesis 4. Relational Identification mediates the relationship between transformational leadership and job performance.

Insert Figure 1 here

Research design and methodology

The research is evaluative in nature. Following steps were taken to make it more objective and accurate.

Sample design and data collection

The sample population consisted of the Head of Department and teachers working in Higher education sector in Jammu (India). All teachers working in Degree colleges were contacted (three hundred and ninety nine), out of which 185 responded back yielding a response rate of forty six percent. After which their respective Head of department were also contacted. Two sets of questionnaires were used to collect the data. The information regarding transformational leadership and relational identification was procured from the teachers and information regarding the job performance of the teachers has been procured from their respective Head of Department (HOD's).

Generation of scale items

A seven point Likert scale has been used for the sake of uniformity in measuring the variables.

The scales ranged from very strongly disagree (1) to very strongly agree (7).

Bass and Avolio's (1989) twenty five item scale has been used for transformational leadership.

The relational Identification scale was adopted from Walumbwa and Hartnell (2010). The inventory included 10 items.

Job Performance: Job performance has been measured through task and contextual performance. The items for task performance scale have been generated from Williams (1988), Goodman and Svyantek (1999), Farh and Cheng (1997). Motowidlo and Vans' (1984) scale was used to measure contextual performance.

Control variables: Association with Head of Department as colleague and association with Head of Department as subordinate can affect the relation between perception of employees about their leader and their job performance, so these two were considered as control variables for the study.

Results

Before using the inferential analysis we assessed the validity and reliability of the construct with the help of CFA. Two stage procedures were used to test the theoretical framework (Anderson and Gerbing, 1988). In the first phase measurement models were tested to assess the convergent and discriminant validity. In the second stage structural model has been estimated for hypotheses testing.

Measurement Models

In order to provide an assessment of the reliability, convergent and discriminant validity of the measurement model, confirmatory factor analysis (CFA) was done by using AMOS (16) software. We used three item parcels for measures with more than three items to reduce the number of indicators (Arnold et al., 2007; Andre and Werner, 2005). Goodness of Fit of the measurement models has been assessed with various global fit indices like goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), normed fit index (NFI), root mean squared error (RMR) and root mean squared error of approximation (RMSEA). The models proved acceptable as all the values of the absolute goodness of fit (GFI and AGFI), incremental fit (NFI and CFI) and badness of fit (RMR and RMSEA) were within the prescribed limit (Table 1). Convergent validity has been established as all the standardised estimates are greater than 0.5 and the variance explained by each construct is also greater than 0.50 (Hair et al., 2006; Bagozzi and Phillips, 1991)(Table 2). In order to test the discriminant validity three factor model and one factor models were prepared (Arnold et al. 2007). Three factor model ($\chi^2=2.103$, RMR=.050 , GFI=.901 , AGFI=.898 , CFI=.952 , RMSEA=.077) provided better fit than one factor model ($\chi^2=2.216$, RMR=.061 , GFI=.841 , AGFI=.796 , CFI=.892 , RMSEA=.081). Thus, establishing the discriminant validity.

To check the internal consistency Cronbach's alpha has been used as it is the indicator of the reliability of the construct (Cronbach, 1951). Alpha values equal to or greater than 0.70 indicate good reliability (Nunally, 1970; O'Leary-Kelly and Vokurka, 1998). In the present study alpha values for all constructs are greater than 0.70 (Table 2). Composite reliability has also been extracted with the help of following formula:

$$\text{Composite Reliability} = \frac{\sum (\text{Standard regression weight})^2}{\dots}$$

$$\sum (\text{Standard regression weight})^2 + \sum (\text{Error})$$

Composite reliability for all constructs is above 0.80 (Table 2). Thus the Cronbach's alpha and composite construct reliability indicate that the scales are quite reliable.

Relationship between Transformational Leadership and Job Performance: Role of Relational Identification

Structural Equation Modeling has been used to check various relations proposed, it is a multivariate technique that seeks to explain the relationship among multiple variables (Kaplan, 2000). In the present study, the relationship between Transformational leadership, relational identification and task performance have been assessed. In order to test the mediating effect all the conditions described by Baron and Kenny (1986) were first satisfied. These are: 1) the relationship between independent and dependent variable should be significant 2) the relationship between predictor and the mediator should be significant 3) the relationship between the mediator and dependent variable should also be significant 4) and when the mediator is entered between predictor and criterion, the relationship becomes insignificant. We used four step procedure through structure equation modeling in which we first assessed the impact of predictor i.e. transformational leadership on dependent variable i.e. job performance, which was significant (SRW= .39, P < .001). Hence, the hypothesis H1 is accepted as transformational leadership is positively affecting job performance.

Insert Figure 2 here

In the second step we studied the impact of Transformational Leadership (criterion) on Relational Identification (Mediator). The results (Figure 3) revealed that Transformational

Leadership is a significant predictor of relational identification. Hence the hypothesis H2 stands accepted (SRW= .65, $P < .001$).

Insert Figure 3 here

In the next step we studied the impact of Relational Identification (Mediator) on Job performance (criterion). The results (Figure 7) revealed that Relational Identification is significantly affecting task performance. Hence the hypothesis H3 has also been accepted (SRW= .27, $P < .05$).

Insert Figure 4 here

In order to test the mediating effect, in the last step we added the mediating variable i.e. relational identification between transformational leadership and job performance. It was found that with the introduction of relational identification as mediator in Transformational leadership job performance equation the relationship between transformational leadership and job performance significantly increased instead of becoming insignificant yielding no support for mediation. Further the Sobel Test also revealed insignificant indirect relation (Sobel Statistics 1.02, $p > 0.05$), so the hypothesis H4 got rejected as the ultimate condition for mediation was not fulfilled. We also added control variables, which yielded no change in the previous relationships, so they were not shown in the diagram.

Insert Figure 5 here

An increase in the direct relation between Transformational leadership and job performance after the introduction of relational identification gave the clue relating to moderating effect/strengthening the role of relational identification so we checked the moderation effect through hierarchical regression. It is a technique, which is used to understand a relationship between an outcome variable (also called dependent variable) and the predictor variable (also

called independent variable) (Uekawa, 2010). In the present study moderated regression analysis has been used to explore the relationship between the variables. In the first model two control variables viz., association with HOD and association HOD as a colleague were entered in the regression analysis, which revealed insignificant impact of both the variables (Table 3).

In the second model Transformational leadership was added as independent variable, which gave significant result. The r^2 increased from .083 to .087, which is significant ($F = 17.451, p < 0.001$). Further r^2 and f change- statistics were better than the first model. In the third model along with Transformational leadership and control variable, relational identification was also added as independent variable, which yielded insignificant impact ($\beta = .057, p > .05$) fulfilling another condition of moderation. Finally in the last model, the interaction effect of Transformational leadership and relational identification was added, which yielded significant result ($\beta = .296, p < 0.001$). This satisfied the last conditions of moderation. Further the value of r^2 increased from .088 to 0.25. The results derived from final step provide full support for the moderation. In order to determine and justify real effect of interaction we created constrained and unconstrained model with help of SEM. We controlled the effect of moderator and predictor as well as control variables and the results revealed that the constrained model was better than unconstrained model with significant interaction effect ($0.33, p < 0.001$).

Discussion

This paper discusses about the relationship between transformational leadership and job performance in the presence of relational identification. The proposed model in the study was tested in the higher education sector with a structured questionnaire. We tried to examine impact of transformational leadership on job performance, which was significant. The finding is

consistent with the theoretical framework originally proposed by (Bass 1985) and further expanded by (Arvey 1988 & Dvir 2002). Transformational leaders enhance job performance by providing opportunities to learn and by providing regular feedback on assigned work, delegating duties and challenging followers to come up with new and innovative ideas, they motivate followers to identify with the importance of their work and stress and values associated with desired outcomes in ways that are more easily understood by the followers while simultaneously setting high performance standards. Further, the relationship between transformational leadership and relational identification was also found significant, which is consistent with the previous studies (Kark & Shamir 2002 and Walumbwa & Hartnell 2010). It was found that relational identification with leader enhances the cooperation. We also checked the indirect effect of relational identification on the relationship between transformational leadership and job performance but found that relational identification does not mediate the relationship instead it moderates the relationship between transformational leadership and job performance i.e. if good relations and role clarity exist among the followers, the followers will be able to identify with their leader and ultimately this will enhance their job performance as they will be easy to line up their performance according to what their leader wants. Perhaps, by expressing confidence and trust in their followers, transformational leaders are perceived by the followers as providing an important cognitive, emotional, and moral connection/identification that promotes job performance. These types of interactions with followers would help to develop a stronger sense of relational identification by getting to know followers strengths and helping them recognize and apply those strengths to achieve higher levels of job performance. Moreover high relational identification with the leader gives followers an opportunity to expand their knowledge, learn from their leader and acquire new skills, thereby enhancing the job performance. Even followers

who relationally identify with transformational leaders gives better performance, because such leaders not only set clearly defined expectations, but also challenge their followers to be the best (Avolio, 1999). Further, the paper discussed the facilitating role played by relational identification between transformational leadership and job performance of employees thus increasing their dynamic capabilities so they can perform the work in better way.

General/ Practical implications

The study highlights that the relations should be good in between leader and subordinates for smooth functioning of the organization as well as for attaining goals of the organization in an effective manner. Subordinates will perform well when the leader would be able to motivate them through proper guidance and training. Empathy should be there in leader's behavior which will help more in the relational identification. Besides theoretical implications the present study has also focused on practical implications too, which would help the leaders to excel. Managers, who practise transformational leadership, have a major role in affecting rapid changes and motivating their staff to improve their knowledge about the importance of the organization they work for. Such leaders can unite their followers and change their beliefs and purposes and positively affect staff performance. In this way, these leaders can also affect their own performance. Managers in an organization have to acquire the abilities and aptitude to develop articulating vision for the employees of their organization in addition to providing them with necessary support whenever required. We found that merely being good at one's own job would not be sufficient for becoming a transformational leader. It should be put to such use in such a way that the group or subordinate benefits from leader's intelligence. Further a leader needs to be a role model for what he/she aspires about, he/she should thoroughly understand the followers

and give them continuous coaching and mentoring to move them on the ladder of development, which will show an increased level of commitment, motivation, satisfaction and performance among them. The leader must agree with the opinion of the subordinates when they come with sound logic and reasoning so they can feel confident and transform into future leaders. He should work towards creating good-quality relationships with the subordinates, which will make them feel better, accomplish more and help their organization to prosper. Both the leader and the subordinates are required to work in cooperation, which can be possible when both have clarity regarding the role they are required to play. Clarity of role relationships will reduce conflicts. Being the manager one should make proper proposals for the arrangement of workshops for the enhancement of skills, seminars where subordinates can learn about their career related growth and development perspective. The leader should assess about the performance and attitude of followers by having continuous interactions with them after completion of tasks assigned. Through this he would be able to get an idea about the behavior and working ability of the subordinate.

Limitation and future study

As in the case with any research, there are some limitations that should be recognized by the current study. The first limitation is that the factor wise dimension relationship has not been studied in case of transformational leadership rather it has been undertaken as a whole construct i.e. any of the dimension of transformational leadership has not been studied separately so it will give a chance to look into further study to undertake dimension wise effect on related outcomes. Further, only one component of identification has been studied in the present research, future research should take into consideration the self as well as collective identification too. Only

public sector has been undertaken to study, in future other sectors like private colleges can also be undertaken moreover comparative study on both sectors can be undertaken. The sample size was small, which can affect the generalization of the study, so in future large sample size must be given the consideration.

Conclusion

This study is an insight into getting a more appropriate model relating to transformational leadership in the higher education sector. The role of relational identification in between transformational leadership and job performance has been determined. It was found that relational identification acts as a moderator rather than mediating variable. Relational identification makes the subordinates work more efficiently as it creates better understanding among the followers and the leaders. Further, relational identification leads to clear role relationships between the leader and followers, which ultimately helps both to have a good working relationship. In presence of relational identification leader would be able to influence the ability of the follower to work efficiently for organization, which ultimately enhances his/her job performance.

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TABLES

Table 1: Model Summary of Fit Indices of Measurement Models

Constructs	χ^2/df	RMR	GFI	AGFI	NFI	CFI	RMSEA
Transformational Leadership	1.918	.046	0.920	0.875	0.913	0.956	0.071
Relational Identification	1.546	0.017	0.996	0.958	0.995	0.998	0.054
Job Performance	6.145	0.045	0.901	0.770	0.896	0.910	0.080

Table 2: Reliability and Validity Analysis

Construct	Standardized estimate	Average Variance Extracted	Composite Reliability	Cronbach's Alpha
Transformational Leadership		2.302	0.984	0.897
<i>1. Idealized Influence</i>	0.835	1.223	0.968	0.781
<i>2. Inspirational Motivation</i>	0.793	1.262	0.964	0.772
<i>3. Intellectual stimulation</i>	0.763	1.636	0.979	0.841
<i>4. Individualized consideration</i>	0.957	1.264	0.963	0.767
Relational identification		0.590	0.967	0.827
Job Performance		1.136	0.961	0.872
<i>1. Task performance</i>	0.935	1.341	0.975	0.801
<i>2. Contextual Performance</i>	0.836	1.624	0.973	0.833

Table 3: Result of Hierarchical regression

	Model 1	Model 2	Model 3	Model 4
Association with HOD	.082	.083	.090	.093
Association with HOD as colleague	.009	.011	.016	.025
Transformational leadership		.295***	.297***	.316***
Relational Identification			.057	.059
Interaction (TL*RI)				.296***
R2	.083	.087	.088	0.25
F-change	16.511	17.451	17.951	20.151

*** P < .001

FIGURES

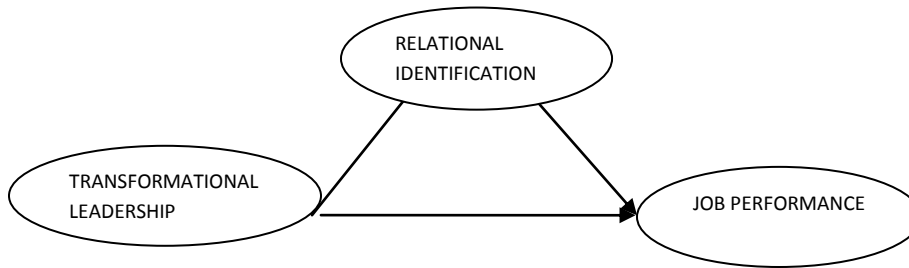


Figure 1: Theoretical Framework

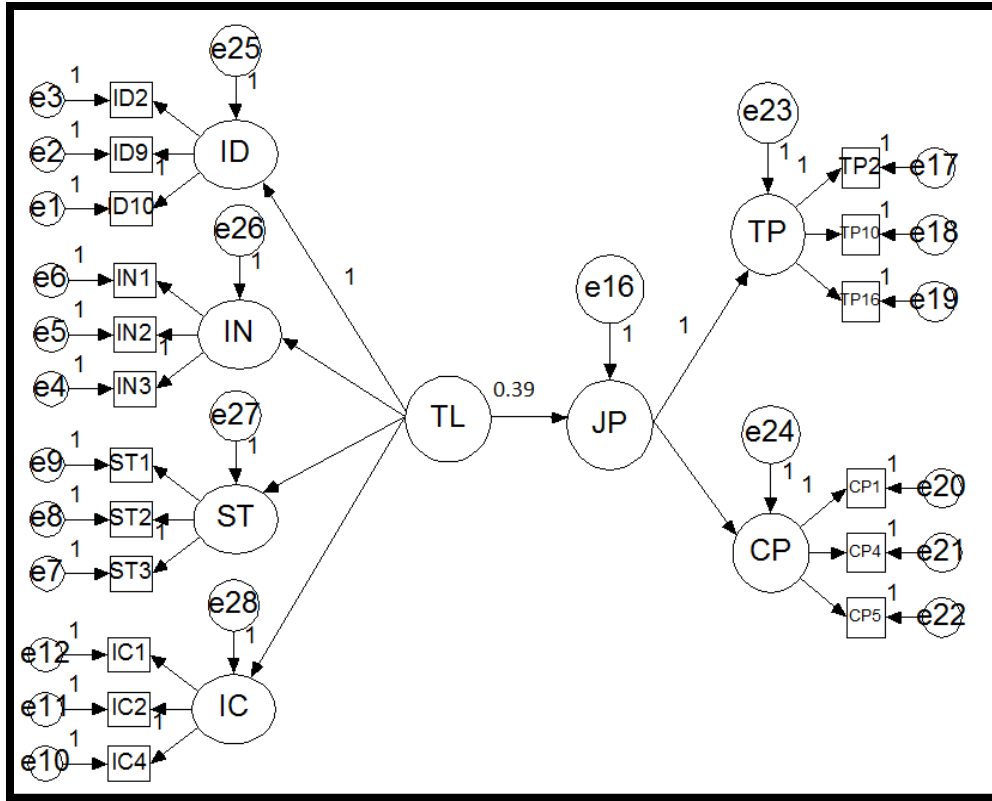


Figure 2

Key: TL = Transformational leadership, JP = Job Performance, ID = Individualized Influence, IN = Inspirational Motivation, ST = Intellectual Stimulation, IC = Individualized Consideration, TP = Task Performance, CP = Contextual Performance.

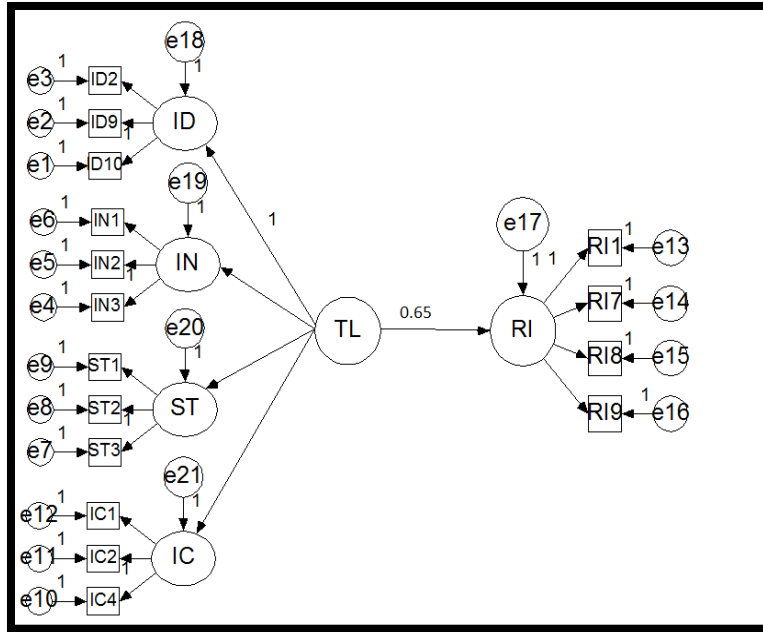


Figure 3

Key: TL = Transformational leadership, RI = Relational Identification, ID = Individualized Influence, IN = Inspirational Motivation, ST = Intellectual Stimulation, IC= Individualized Consideration, EM=Empathy, CO=Cooperation, RM=Role Modeling

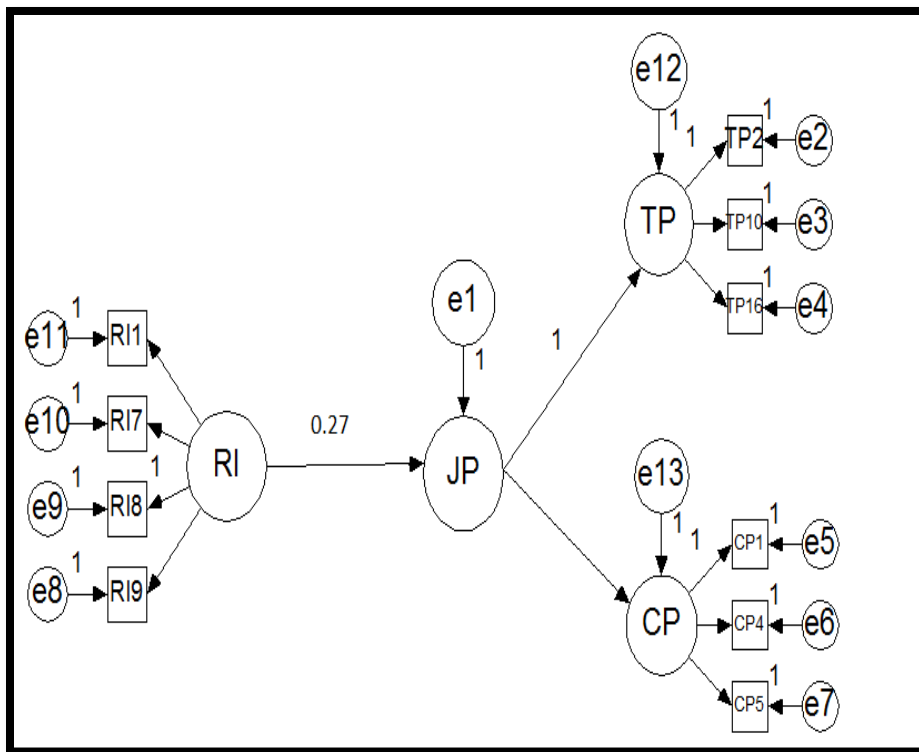


Figure 4

Key: RI = Relational Identification, Job Performance, EM=Empathy, CO=Cooperation, RM=Role Modelling, TP=Task Performance, CP=Contextual Performance.

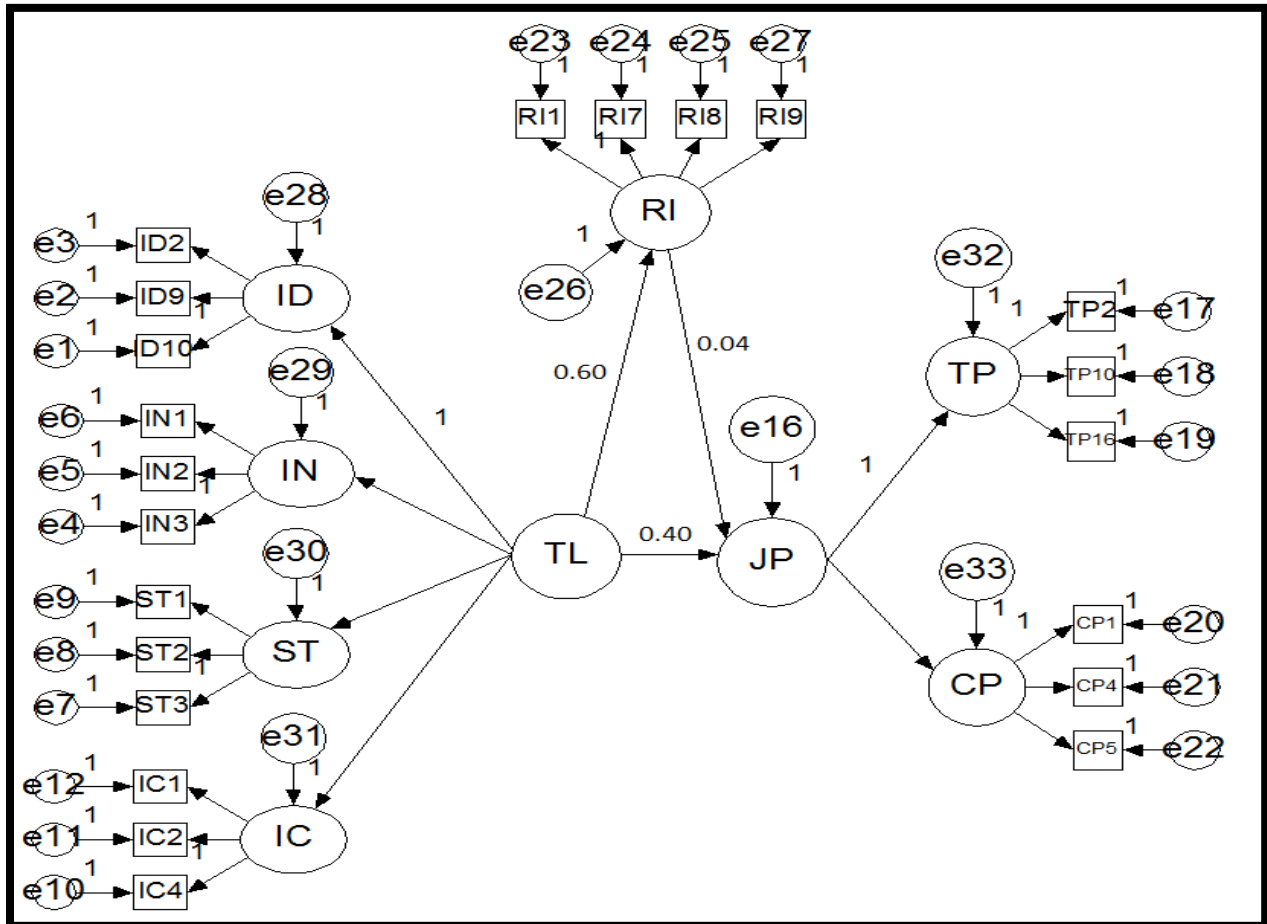


Figure 5

Key: TL = Transformational leadership, RI= Relational Identification, JP = Job Performance, ID = Individualized Influence, IN = Inspirational Motivation, ST =Intellectual Stimulation, IC= Individualized Consideration, EM=Empathy, CO=Cooperation, RM=Role-Modelling, TP=Task Performance, CP=Contextual Performance.