

ABSTRACT

The present study examined the impact of transformational leadership and work values on job outcomes (affective organizational commitment, job satisfaction, innovative work behaviour and contextual performance). The work values were conceptualized in this study as spirituality and the integrity of the employees. Data were collected from 480 IT (information technology) professionals working in various IT companies across India. A set of standardized tools on transformational leadership, work values and job outcomes were used for data collection. Software tools like SPSS, AMOS and WARP PLS were used to analyze the data. Results revealed positive relationship between transformational leadership and job outcomes variables except innovative work behaviour. The findings of the study claim positive association between spirituality and affective organizational commitment and job satisfaction. The findings of the present study show that integrity significantly predict innovative work behaviour and contextual performance. Further results indicated positive influence of affective organizational commitment on contextual performance. Job satisfaction positively influenced innovative work behaviour. The moderating effects of work values on the relationship between transformational leadership and job outcomes found to be negative and insignificant. The study offers valuable insights and inputs for future research that will enrich our understanding of this extraordinary form of leadership. The theoretical and practical implications of the study are discussed in the light empirical findings.

Key words: Transformational Leadership, Spirituality, Integrity, Affective organizational commitment, Job satisfaction, Innovative work behaviour, Contextual performance