Leaders who undergo the transformational leadership training will have lower turnover compared to top talent who are in the control group.

Followers whose managers undergo transformational leadership training will have higher job satisfaction compared to subordinates whose managers were in the control group.

Followers whose managers undergo transformational leadership training will have lower turnover compared to subordinates whose managers were in the control group.

We hypothesize that if a manager receives transformational leadership training, after 6 months, there will be a lower turnover rate and higher employee satisfaction for both leaders and followers.

Method

Participants
The participants of this study will be “top talent” (i.e., top 30% of managers) at a manufacturing company.

Measurements
- Six months after training, turnover will be measured by who quit after the manager leadership training.
- Turnover intentions will be measured with a 1-item measure (I am seriously thinking about quitting my job; Allen, 2001).
- Job satisfaction will be measured with a 3-item measure as found in Spector (1997) (example item, “All in all I am satisfied with my job”).

Procedure
The current study’s participants will be randomly assigned to either:
1. Transformational leadership training
2. A control group

Similar to Barling, et al. (1996), the experimental group will participate in an informational training session followed by group role-playing exercises designed to identify and increase transformational leadership behaviors. The control group will only participate in an informational session on types of leaders.

To ensure our manipulation worked, we will measure participants’ levels of transformational leadership (Carless, Wearing, & Mann, 2000) following the training session. This 7-item measure includes items such as my manager, “gives encouragement and recognition to staff”.

Hypothesized Results

We expect that our hypotheses will be supported:
- Leaders who undergo the transformational leadership training will have higher job satisfaction compared to top talent who are in the control group.
- Leaders who undergo the transformational leadership training will have lower turnover compared to top talent who are in the control group.
- Followers whose managers undergo transformational leadership training will have higher job satisfaction compared to subordinates whose managers were in the control group.
- Followers whose managers undergo transformational leadership training will have lower turnover compared to subordinates whose managers were in the control group.

Discussion

If our hypotheses are supported, this provides evidence that transformational leadership can be learned, and that it can have a significant influence on both leader and follower behaviors. Future research could investigate other outcome variables, such as organizational citizenship behaviors or organizational commitment.

Citations


Contact Information
Katherine Stottmann & Dr. Courtney Keim
Bellarmine University, Louisville, Kentucky
kstottmann01@bellarmine.edu / akeim@bellarmine.edu