

Abstract

The literature on transformational leadership in organizations has neglected the organizational context in which such leadership is embedded. The effect of followers' disposition has seldom been empirically investigated. The purpose of my study is to enrich and refine transformational leadership theory by linking it to its organizational context and self-confidence of the followers. It is expected that subordinates' organizational based self-esteem (OBSE), organizational characteristics, and organizational technology could moderate the effect of transformational leadership behavior on subordinates' job attitudes, performance, and organizational citizenship behavior. This paper also integrates a levels-of-analysis framework into the development of transformational leadership theory. By analyzing data through within-and-between analysis (WABA), the impact of organizational context and follower's self confidence on effectiveness of transformational leadership at individual-level and group-level would be compared. Results show that only the moderation effect of OBSE could be found. And this moderation effect is also operated an individual level. Other correlation between variables were also operated at the individual level.