Leadership has been a pivotal issue for mankind since the beginning of organized society in the ancient world, no less than today; the qualities to be found in the good leader as well as bad leader have caused intense debate. Even more so the effectiveness of leaders always remains a matter of acute interest, and especially during times of crisis, when risks are taken and gambles are bound to occur. Contemporary concern about change as well as its increasing pace only serves to focus the spotlight once again on the nature of effective leadership, as organizations both in the private and public sectors try to deal with the challenge of new circumstances. Leadership is now the subject of the immense body of theory; a seemingly endless literature has paved the way for different types of leadership and provided a space for motivation in leadership and a change in the leadership to the tune of transformational leadership. A transformational leadership should aim at delivering the following

1. To unleash the creativity, talent, and energy of the vast majority of the work force, whose jobs neither require nor reward such resource
2. Create team spirit and harmony among people and departments that have been attacking and criticizing each other for years, while contending for scarce resources, playing political game and working from hidden agendas
3. To realize the choice between “Hard Ball” (tough management that tries to force a better bottom line) and “Soft Ball” (kind management that hopes for a better bottom line) to be transcended by a third alternative that is both tougher and kinder
4. To have a culture characterized by change, flexibility, and continuous improvement with a sense of stability and security
5. Get people and culture aligned with strategy so that everyone in an organization is as committed to the strategy as those who formulated it
6. How to make people at all levels of an organization internalize the principles of total quality and continuous improvement (kaizen) when they are so cynical, fatigued and this illusion with all the past activities
7. Create complimentary team based on mutual respect so that they value diversity and pluralism.

8. Turn a mission statement into a constitution which is the supreme guiding force of an entire organization instead of collection of nebulous, meaningless, and cynicism – inducing platitudes

9. Maintaining and controlling effective freedom and autonomy which are essential elements of qualitative work of an effective leader

10. Bringing in a paradigm shift in attitudes values environment in order to elicit fundamental change by empowering people

There is no magic process about leadership it all depends upon the quality with which we perceive the things it was W.Edwards Deming the father of TQM has said leadership should be total, just like total quality management that is the implementation of essential principles and practices any organization can do and match for the best outcome. Ironically the primary elements of total quality as exposed by Deming himself - LEADERSHIP AND PEOPLE - have somehow been lost in the forest of quality.

Corporate executive are focused on the leaves of quality, statistical process control, while ignoring its roots, LEADERSHIP AND PEOPLE.

The job of management is not mere supervision, but of leadership. The required transformation of western style of management requires that managers be leaders and also be transformational leaders

In research field, leadership style categorizes into different ways. In the present years, the leadership style united into 2 forms. They are

- Transformational Leadership.
- Transactional Leadership.

The transformational leadership style majorly centers on the future growth of the person. It is most valued when task involves breaking deadlocks, making order mainly inoperative, starting a change in the organization and on the way of emergent upcoming leaders. It has been termed as kinship oriented, charismatic leaders, and inspirational
leadership. According to Krause (2005, p.39), the transformational leaders motive is to motivate the workers to go further than or above their self interest.

The research focused on a specific leadership model, 1990s became the period of new leadership model, on that period the charismatic and transformational leadership theories evoked some exceptional interest of scholars. In organization, leadership became the property than the individual. According to Rodney T, Ogawa & Steven, challenges that leadership is quality of organizations school, which flows via social networks and role. The present study concentrates on transformational leadership.

Transformational leadership was introduced by James Mac Gregor Burns (1978) and Bernard M. Bass (1985a). According to Yukl (1998), transformational leadership built commitment to the organizational goals and empowers followers to do these goals.

1.1 Overview of the study

The research majorly emphasis on leadership management and key traits in managing people. By considering various key approaches with regard to leadership management and gaining developed criteria would further assist creating major breakthrough for leadership in an organization without any hindrance’s to, wherein research majorly relies on developing a better process approach in regard to leadership approach in performance management criteria and creating a better model for market profit.

There are different type of leadership one can exhibit and transformational leadership is one of the kind which is expected in the high technology industry in the current era, generally transformational leaders are optimistic in nature, enthusiastic, energetic and passionate. Such leaders are not merely stated in the process they also focus on helping each individual of the group succeed as well.

Transformational leaders generally inspires people to do things, they constantly motivate and encourage their colleagues, team members to go beyond. Typically they watch closely each and everything to make the individual develop and to ensure that their necessities are met but though not a micro management.
An individual who influences another individual or a group of people to achieve a common goal is called a leader and leadership (Bass & Bass, 2008). Once a leader is accepted then they start motivating the followers to achieve the common goals, transformational leaders are the ones who move the needle in the organization which means they involve in the process of transition of the organization from current state to future state as desired by the leader.

1.2 Transformational Leadership is good for a company

Transformational leaders are the one who moves the organization from current state to the future state. He is visionary, identifies the need for change and come with the case for change to make the situation better and ensure that the problems encountered in the current state or completely solved and ensure a sustainable organization for the future state; he focuses on the talent development of individuals so as to collectively achieve the goal faster.

An in-depth analysis of transformational leadership contemplates the following

- Builds on man’s need for meaning
- Is preoccupied with purposes and values, moral, and ethics transcends daily affairs
- Is oriented toward meeting long term goals without compromising human values and principles
- Separates causes and symptoms and works at prevention
- Values profit as a basis of growth
- Is proactive, catalytic and patient
- Focuses more on missions and strategies for achieving them
- Makes full use of human resources
- Identifies and develops new talent
- Recognizes and rewards significant contributions
- Designs and Redesigns jobs to make them meaningful and challenging
- Releases human potential
- Models love
• Leads out in new directions
• Aligns internal structures and systems to reinforce overarching values and goals

**Transactional Leadership**

Transformation leadership is not the same as transactional leadership the formal basically means that we change the realities of our particular world to more nearly conform to our values and ideals. The later focuses on an efficient interaction with the changing realities.

Transformational leadership focuses on the “top line” and is principal centered. Whereas transactional leadership focuses on the “bottom line” and is event centered.

In summary the transactional leadership should highlight

• Builds on man’s need to get a job done and to make a living
• Is preoccupied with power and position, politics and perks
• Is mired daily affairs
• Is short-term and hard-data oriented
• Confuses causes and symptoms and concerns itself more with treatment than prevention
• Focuses on tactical issues
• Relies on human relations to lubricate human interactions
• Follows and fulfills role expectation by striving to work effectively within current systems
• Supports structures and systems that reinforces the bottom line, maximize efficiency and guarantee short-term profits

Both types of leadership are necessary for a progressive organization but transformational leadership must be the parent as it provides the frame of reference the strategic boundaries within which transactions take place.

The goal of transformational leaders is to transform people and organization, that is to change them in mind and heart, enlarge vision, insight and understanding, clarify
purposes, make behavior congruent with beliefs principles or values and bring about changes that are permanent self-perpetuating and momentum building.

A transformer requires vision, initiative, patience, respect, persistence, courage, and faith to be a transforming leader.

1.3 Transformational Leadership in High Technology Organizations

Change in inevitable and it is widely believed that the culture of the organization and the leadership plays a pivotal role in the process of change. (Afsaneh, 1993; Kotter, 1998; Schein, 1984). As Kotter (1998) stated, “to adapt to the change cultural nurturement can be done only through leadership” (p. 166). Ostroff, Kinicki, and Tamkins (2003). Similarly, Denison (1990) claimed that management behaviors reinforce principles of the culture. Organizational culture plays a key role in transformation leadership and innovation in the organization it has to be in the DNA of the organization (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Deshpande, Farley, & Webster, 1993).

1.4 Employee Performance

Employee performance consist of two folds one the individuals are self motivated and they are able to perform to their fullest potential and they deliver to/beyond the goals that are assigned effectively and efficiently, the second type is that the employees perform because of the leadership and the motivation provided by their managers. Most of the times the transformational leaders constantly motivate and shows keen interest on the development of their team members, this dedicated focus gains a trust factor from their team members and there by leveraging the trust they motivate them to work beyond. Due to the leadership shown by the managers, employee might get motivated and deliver up to the expectation but it will be difficult to measure their satisfaction level with their performance.
1.5 **Employee Satisfaction**

Employee satisfaction is very important in most of the organization (Specter 1997, 2). In most of the organization do a employee satisfaction survey to understand how satisfied their employee are, once the survey is done based on the feedback they put upon a continuous improvement plan to address the feedback provided by the employees when the employees are able to see visible improvement on the feedback provided their satisfaction level goes up and it will reflect in the subsequent surveys done. Typically the employee satisfaction is done to measure the satisfaction level of employees in the following categories

- Administrative – work atmosphere, food, transportation, cleanliness
- System Support – HR Services, IT Services, Financial Services,
- Rewards and Recognition
- Pay and Benefits
- Job Satisfaction
- Relationship with managers

Job satisfaction is an indicator of emotional well being / psychological health, job satisfaction leads to better performance by the employee which leads to better functioning of organization thus the organization gives a strategic focus and create a strategic plan to improve the satisfaction level year on year. The research indicated that the key elements affecting job satisfaction are career opportunities; teamwork, job influence and job challenge (Armstrong 2006, 264).
1.6 The relationship between leadership and outcomes

According to Bennis & Nanus (1985), leader is a person who exhibits leadership behavior to ensure that the followers perform to their fullest potential to achieve the goal. There is a strong relationship between the leadership and the outcome of leadership as the leader is expected to derive extra effort, effectiveness and satisfaction through their leadership style and behavior. The leadership theories earlier were concentrated on the successful great leaders, their traits, behaviors, power and influence however the recent ones have centered on the role of followers it is expected that the leaders will understand the need of the follower and change their leadership style according to the need rather than exhibiting on their own in order to influence the outcome of the leadership.

1.7 Background of the study

As per Yukl (1998), Transformation leadership was introduced by Burns and he is the first scholar to differentiate among Transactional Leadership and Transformational Leadership. In Burns work of “Leadership” he connected the role of “leadership” and “followership” by defining leaders is the one who identifies the need, interest and desire of the follower and change his leadership style according the follower. Transformation leadership highlighted satisfying followers inferior stage needs established on a price-benefit exchange procedure which happened among followers and leaders (Ogbonna & Harris, 2000; Xenikou & Simosi, 2006).

As per Burns (1978, p.3), Transactional leaders, “approach followers are exchanging one thing for another with a vision: jobs for votes/ subsidies for campaign contributions.” The author contrasted Transactional Leadership with Transformational Leadership and defines transformation leadership is a process by which consciously leaders follow the followers and motivate the follower to collectively achieve the end result for their self interest and towards the goal of the organization. The transformational leader should be visionary and should be capable enough to define and articulated the vision and mission.
of the organization to the followers (Jassawalla & Sashittal, 2002; Prather & Turrell, 2002).

Bass (1985) was one of the authors of transactional leadership in transformational leadership he has argued that when a new theory is developed earlier theory should not be discounted and he insisted that researchers should not discount and abandon previous leadership theories and models because "It builds on earlier models to make wider understanding of leadership and its full growth. any improvements which made to increase the reliability and validity of measures that tap into outstanding leadership styles like transformational leadership have instant benefits for practicing managers and leaders" (Bass & Avolio, 1997, p. 1).

1.8 Purpose of the Study

The main purpose of the study is to analyze the individual perception of the leadership styles, analyze the impact of employee performance and satisfaction by statistically measuring the relation between the leadership style, outcome of leadership and commitment and to understand how the leadership style can impact the performance of an employee by relating to the outcome of leadership parameters.

1.9 Significance of the Study

The organization is focusing towards increasing the employee commitment and involvement as that leads as a source of development and to build on innovation. (Burns 1978) A transformational leader generally encourages positive behavior and influences the team to think positively which make the follower to visualize big picture thus the transformational leaders are also able to enhance the commitment of the individuals in the organizations (Piccolo and Calqitt, 2006). Transformational leaders encourage the team to do better, make them more efficient so that they can achieve more and go
beyond, they also encourage the culture of innovation and motivate employees to be innovation and to participate in a larger forum of any organizational events, they involve their team in the decision making process which make the team felt empowered this feeling improves their commitment towards the organization and they understand the value that they add for the betterment of the organization.

Current study draws the motives of

1. The relationship between leadership styles.
2. The relationship between leadership styles and outcome of leadership.
3. The relationship between leadership styles and commitment.
4. Impact on employee performance
5. The relationship between the demographic variables and leadership styles
6. The relationship between the demographic variables and outcome of leadership and
7. The relationship between the demographic variables and commitment