1.0 INTRODUCTION
Leadership is commonly seen as an important variable affecting organizational performance. While the concept has been extensively studied, there is still much to be discovered regarding how leadership affects variables such as organizational culture, climate, and performance. Most of the research on leadership has been in for-profit organizations. While research on leadership in human services organizations is increasing, there is still a limited amount of research knowledge to guide practice in our field. One seminal article in social work described the importance of administrative “behaviours, attitudes, practices, and strategies” in ensuring effective service outcomes, and subsequent research, some of which is included below, supports this perspective. The purpose of this work is to provide guidance to human services managers, consultants, and researchers regarding the ways in which leadership can improve the performance of human services organizations. Then we will review the best-known and most studied theories and models of leadership, with specific attention to how leadership impacts organizational culture, climate, and performance. Organizational change leadership and, specifically, organizational cultural change will receive special attention because of their key roles in impacting and improving organizational performance. Related issues, including diversity and ethics, will be briefly reviewed. The chapter will conclude with discussions of implications for practice, education, and future research.

As an attitude, job satisfaction has been extensively researched, and has in many studies been considered a dependent and an independent variable. Agho and Price (1992, p. 185) defined job satisfaction as “the extent to which employees like their work”. In investigating job satisfaction, a distinction is usually made between a global feeling of liking one’s job in general and a constellation of attitudes about various facets of the job where individuals indicate their satisfaction with parts of their job, such as pay, promotion, work, supervisors and co-workers.

Job involvement, as a type of work-related attitude has for a long time been the focus of research. Unfortunately, the concept has not evolved in a logical and evolutionary fashion, resulting in several different theoretical conceptualisations of the construct with a myriad of measuring instruments as a consequence (Bleeker & Roodt, 2002). Although there appears to be a lack of consensus on the meaning of job involvement, Paullay, Alliger & Stone-Romero (1994, p. 224) defined job involvement as “the degree to which one is cognitively preoccupied with, engaged in, and concerned with one’s present job.” This attitudinal construct is often contrasted
and viewed as a polar opposite of alienation, where alienation implies a ‘state of individuality and separation from the self and work environment’

1.1 INDIAN – IT/ITES SECTOR

The Indian IT industry has earned a reputation in the world in the form of developing world class software. The success of Indian IT industry has given birth to IT enabled services in the form of Business Process outsourcing also commonly known as BPO industry. Prior to the recession, BPO industry was the fastest growing industry in the world. This industry had revolutionized the world in the form of providing quality services with low input costs and high returns. The majority of the employees in the BPO sector are young, energetic and are able to work continuously at a very long stretch. Thus, managing the human resource in the Indian BPO industry becomes a challenge.

In the wake of the changing global services landscape, Indian information technology (IT) and IT enabled services (ITES) continues to chart remarkable double-digit growth, with industry revenue in FY 2004-05 expected to exceed USD 28 billion (Nasscom, Strategic Review 2005). The IT and the ITES-BPO industry has risen to become biggest employment generator with the number of jobs added almost doubling each year, has spawned a number of ancillary businesses such as transportation, real estate and catering, and is – almost single-handedly – contributed to a rising class of young consumers with high disposable incomes. Some of the lesser observed impacts of the IT revolution include the steady reversal of the brain drain, the evolution of egovernance in the country, and the potential it holds for narrowing the digital divide between urban and rural India. The IT and the ITES-BPO industry employs more than 8 Lakh professionals with around 2.6 lakhs in software exports; 28,000 in the domestic software market; 2.80 lakhs in captive software user organizations, and 2.45 lakhs in the ITES-BPO sector.

The average age of the software professionals is about 27.5 years, with an average salary of 583,000 for team leaders and 850,000 for project leaders. The median number of training hours per employee per year is 40. The distribution of training hours across behavioral and technical training programs varies with level of employees. Senior employees get more behavioral training; up to 60% of the training is either on managerial or interpersonal skill enhancement. In India, IT companies are known for higher salaries, flexible work hours, high incentives, faster career growth, foreign assignments, employee stock options and more thus became a preferred
industry for employment among skilled workforce. In recent times, there is an exodus of employees from other industries to IT industry. Furthermore, within IT industry poaching has become a common phenomenon. These two factors along with few other factors are resulting in high employee attrition. This is completely a new trend in India. Earlier the relationship between employer and employee was for longer durations, and neither the employer nor the employee was willing to break this relationship. Reasons for this may be - limited employment opportunities, costs involved in leaving the current employment, inherited cultural and family backdrop, and people being loyal to their employers. Today, more than ever before, Indian Human Resource (HR) managers are devoting most of their time, energy, and resources to analyze, design, and implement HRD strategies to minimize employee attrition, and also to foster organizational commitment. Competent and skilled IT workforce is always looking for better opportunities. Earlier studies indicate that the average working time of an employee with the current employer is 2.4 years in IT industry. For Indian HR managers, managing and retaining competent workforce has become a big challenge. Professionals in IT and ITES industry work in teams, and most of their assignments vary from 6 months to 2 years. With 3 to 5 years of work experience, these professionals will become team leaders. They possess excellent technical skills, but lack leadership skills.

Team leaders should have leadership qualities to motivate their team members, to complete projects in stipulated time period, to coordinate the activities of the team, and for team effectiveness and satisfaction. There is every need for these organizations to concentrate on leadership development training programs for their team leaders, projects leaders and above job positions.

The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US$ 17.575 billion between April 2000 and May 2015, according to data released by the Department of Industrial Policy and Promotion (DIPP). India’s IT industry amounts to 12.3 per cent of the global market, largely due to exports. Export of IT services accounted for 56.12 per cent of total IT exports (including hardware) from India. India’s highly qualified talent pool of technical graduates is one of the largest in the world and is available at a cost saving of 60-70 per cent to source countries. This large pool of qualified skilled workforce has enabled Indian IT companies to help clients to save US$ 200 billion in the last five years. The concept of job satisfaction has been developed in many ways by many
different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Researchers (Avolio & Bass, 1988; Bass, Avolio, & Goodheim, 1987) have indicated that transformational leadership behaviors tend to relate positively to higher performance and greater job satisfaction among employees of business and industrial organizations. Transformational leadership behavior has been widely linked to positive consequences for individuals and organizations alike (Bass, 1998). Although many studies investigate the relationship among transformational leadership, and overall job satisfaction in different areas, little research has adequately focused on the informational technology area, especially in India. The purpose of this study then emerges as the need to identify the relationship between transformational leadership and employee’s overall job satisfaction in India's Information Technology Industry.

1.2 EFFECTIVENESS AS A LEADER

Maier (1950) studied groups of foremen with a leader and three followers with and without training. Leaders of the 44 experimental groups were given 8 hours of lectures, discussions, and role playing, whereas the leaders of the 36 control groups were untrained. Maier found that the trained leaders had more success than the untrained leaders in inducing their groups to accept change and compromise.

Jennings (1952) studies two groups of 20 production supervisors over 16 training sessions. The experimental group was subdivided into discussion groups to solve case problems. At the end of the first session, the emergent leaders were removed and placed in a separate group. Thus, new leaders were forced to emerge in the second session. These leaders were also removed and placed in the leadership pool.

Maier (1953) demonstrated that discussion groups with skilled leaders produced better decisions than did those with unskilled leaders.

Maier and Hoffman (1960) demonstrated that groups with trained leaders produced discussions of higher quality than those with untrained leaders.

Maier and Hoffman (1964) and Maier and Solen (1962) found that leaders who used a problem-solving approach helped their groups to achieve higher-quality solutions than did leaders who applied financial incentives or concentrated on a solution.
1.3 LEADERSHIP STYLES

Participative Leadership:

Argyris (1969) as key to the development in leaders of receptivity to participative leadership. Sensitivity training, according to Argyris, moves people to become trusting, open, and experimenting with their own ideas and feelings and to own up to them. (Bass, 1969c). Moreover, such people can help others to become more so. Without sensitivity training, supervisors will be more inclined to remain directive in their leadership. The argument is that those who have been through sensitivity training will be more comfortable with participative approaches with their subordinates. But others believe that sensitivity training can produce more manipulative leadership as well.

Vroom-Yetton Deductive Model:

Vroom and Yetton (1970) training program encourages trainees to see the discrepancies between their way of dealing with a set of standardized cases and the rational model’s solution. Detailed analyses are also provided to trainees in answer to such questions as, what circumstances cause the trainee to behave in a directive fashion, and what circumstances cause the trainee to behave participative. What rules of the model did the trainees violate most frequently and least frequently? Does the leadership style displayed by the trainees reflect more concern with getting decisions that are high in quality or with getting decisions that are accepted? Does the leadership style reflect more concern about time pressure or about the development of subordinates?

Vroom-Yetton (1970) model has been found useful in teaching leaders to use different decision processes in different situations and as a way of increasing effectiveness of decisions. Training involves teaching trainees how to analyze various situations to choose the amount of direction or participation that is likely to produce that best decision. Managers who are trained to use the model are more likely to select an appropriate decision making style.

Consideration or Initiation of Structure: Efforts here have been twofold to show, first, that supervisors’ attitudes toward initiation and consideration as measured by the LOQ can be changed with training and, second, that this change can also be measured by the Leader Behavior Description Questionnaire (LBDQ). The results of numerous controlled experiments using the LOQ and the LBDQ to measure improvements have been mixed.

Motivation to Manage:
Miner (1961b) successfully increased the favourableness of the attitudes of 72 research and development supervisors as measured by the Miner Sentence Completion Scale toward accepting responsibility for their leadership role above and beyond their professional roles. He further reported that training resulted in more favourable attitudes toward supervisory work and obtained a small positive correlation between favourable changes in attitudes and changes toward more effective supervisory performance.

1.4 TRANSFORMING LEADERSHIP

Burns (1978) an early conception of transformational leadership was formulated by from descriptive research on political leaders. He described transforming leadership as a process in which “leaders and followers raise one another to higher levels of morality and motivation.” These leaders seek to raise the consciousness of followers by appealing to ideals and moral values such as liberty, justice, equality, peace, and humanitarianism, not to baser emotions such as fear, greed, jealousy, or hatred. Followers are elevated from their “everyday selves” to their “better selves.” For Burns, transforming leadership may be exhibited by anyone in the organization in any type of position. It may involve influencing peers and superiors as well as subordinates. It can occur in the day-to-day acts of ordinary people, but it is not ordinary or common. Burns contrasted transforming leadership with transactional leadership. The latter type of leadership motivates followers by appealing to their self-interest. Transactional leadership involves values, but they are values relevant to the exchange process, such as honesty, fairness, responsibility, and reciprocity. Burns also differentiated transactional and transforming leadership from influence based on bureaucratic authority. Bureaucratic organizations emphasize legitimate power and respect for rules and tradition, rather than influence based on exchange or inspiration. For Burns, leadership is a process, not a set of discrete acts. Burns (1978, p. 440) described leadership as “a stream of evolving interrelationships in which leaders are continuously evoking motivational responses from followers and modifying their behaviour as they meet responsiveness or resistance, in a ceaseless process of flow and counter flow.” Transforming leadership can be viewed both as a micro-level influence process between individuals and as a macro-level process of mobilizing power to change social systems and reform institutions. As the macro-level of analysis, transforming leadership involves shaping, expressing, and mediating conflict among groups of people in addition to motivating individuals.
Conflicts among factions make the leader’s life more difficult, but at the same time they can be useful for mobilizing and channelling energy to achieve shared ideological objectives.