

# **The effects of transformational leadership behaviours on follower outcomes: An identity-based analysis**

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## **Abstract**

The aim of this study was to explore two of the mechanisms by which transformational leaders have a positive influence on followers. It examined the mediating role of follower's leader and group identification on the associations among different transformational leader behaviours and follower job satisfaction and supervisor-rated job performance. One hundred and seventy-nine healthcare employees and 44 supervisors participated in the study. The results from multilevel structural equation modelling provided results that partially supported the predicted model. Identification with the leader significantly mediated the positive associations between supportive leadership, intellectual stimulation, personal recognition, in the prediction of job satisfaction and job performance. Leader identification also mediated the relationship between supportive leadership, intellectual stimulation, personal recognition, and group identification. However, group identification did not mediate the associations between vision leadership and inspirational communication, in the prediction of job satisfaction and job performance. The results highlight the role of individualized forms of leadership and leader identification in enhancing follower outcomes.