

## References

- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, *14*, 261–295.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organisational Psychology*, *72*, 441-462.
- Avolio, B. J., Waldman, D. A., & Yammarino, F. J. (1991). Leading in the 1990s: The Four I's of Transformational Leadership. *Journal of European Industrial Training*, *15*(4), 9-16.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173-1182.
- Barsade, S. G., & Gibson, D. E. (2007). Why Does Affect Matter in Organizations? *Academy of Management*, *21*(1), 36-59.
- Barsade, S., & O'Neill, O. A. (2014, January 13). *Employees Who Feel Love Perform Better*. Retrieved from Harvard Business Review: <https://hbr.org/2014/01/employees-who-feel-love-perform-better>
- Bass, B. M. (1990). From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics*, *18*(3), 19-31.
- Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, *17*(1), 112-121.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. New Jersey: Lawrence Erlbaum Associates.
- Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: theory, research, and managerial applications*. New York: The Free Press.
- Bendapudi, N., Singh, S. N., & Bendapundi, V. (1996). Enhancing helping behavior: an integrative framework for promotion planning. *Journal of Marketing*, *60*, 33-49.
- Brief, A. P., & Weiss, H. M. (2002). Organizational Behavior: Affect in the Workplace. *Annual Reviews Psychology*, *53*, 279–307.

- Campbell, C. H., Ford, P., Rumsey, M., Pulakos, E. D., Borman, W., Felker, D. B., . . . Riegelhaupt, B. J. (1990). Development of Multiple Job Performance Measures in a Representative Sample of Jobs. *Personnel Psychology, 43*, 277-300.
- Carter, M. Z., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2013). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior, 34*(7), 942–958.
- Cavazotte, F., Moreno, V., & Bernardo, J. (2013). Transformational leaders and work performance: the mediating roles of identification and self-efficacy. *Brazilian Administration Review, 10*(4), 490-512.
- Diener, E., Larsen, R. L., Levine, S., & Emmons, R. A. (1985). Intensity and Frequency: Dimensions Underlying Positive and Negative Affect. *Journal of Personality and Social Psychology, 48*(5), 1253-1265.
- Dvir, T., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: a field experiment. *Academy of Management Journal, 45*(4), 735-744.
- Elliot, A. J., & Thrash, T. M. (2002). Approach–Avoidance Motivation in Personality: Approach and Avoidance Temperaments and Goals. *Journal of Personality and Social Psychology, 82*(5), 804–818.
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. *Journal of Management Development, 27*(7), 708-726.
- Fisher, C. D. (2002). Real Time Affect at Work: A Neglected Phenomenon in Organisational Behaviour. *Australian Journal of Management, 27*, 1-10.
- George, J. M. (1991). State or Trait: Effects of Positive Mood on Prosocial Behaviors at Work. *Journal of Applied Psychology, 76*(2), 299-307.
- George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin, 112*(2), 310-329.
- George, J. M., & Zhou, J. (2007). Dual tuning in a supportive context: joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity. *The Academy of Management Journal, 50*(3), 605-622.

- Grodal, S., Nelson, A. J., & Siino, R. M. (2015). Help-seeking and help-giving as an organizational routine: continual engagement in innovative work. *Academy of Management Journal*, 58(1), 136–168.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Boston: Pearson.
- Hargadon, A. B., & Bechky, B. A. (2006). When Collections of Creatives Become Creative Collectives: A Field Study of Problem Solving at Work. *Organization Science*, 17(4), 484–500.
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41.
- Judge, T. A., & Ilies, R. (2004). Affect and job satisfaction: a study of their relationship at work and at home. *Journal of Applied Psychology*, 89(4), 661–673.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 89(5), 755–768.
- LePine, M. A., Zhang, Y., Crawford, E. R., & Rich, B. L. (2016). Turning their pain to gain: charismatic leader influence on follower stress appraisal and job performance. *Academy of Management Journal*, 59(3), 1036–1059.
- Liang, S.-G., & Chi, S.-C. S. (2013). Transformational Leadership and Follower Task Performance: The Role of Susceptibility to Positive Emotions and Follower Positive Emotions. *Journal Business Psychology*, 28, 17–29.
- Lind, D. A., Marchal, W. G., & Wathen, S. A. (2012). *Statistical Techniques in Business & Economics* (15th ed.). McGraw-Hill.
- Lowe, K. B., & Gardner, W. L. (2000). Ten years of Leadership Quarterly: Contributions and challenges for the future. *The Leadership Quarterly*, 11(4), 1-56.
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness Correlates of Transformational and Transactional Leadership: A Meta-Analytic Review of The MLQ Literature. *The Leadership Quarterly*, 7(3), 385-415.
- Lyubomirsky, S., King, L., & Diener, E. (2005). The Benefits of Frequent Positive Affect: Does Happiness Lead to Success? *Psychological Bulletin*, 131(6), 803–855.

- Mossholder, K. W., Richardson, H. A., & Settoon, R. P. (2011). Human resource systems and helping in organizations: a relational perspective. *Academy of Management Review*, 36(1), 33-52.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513–563.
- Pritchard, R. D., Harrell, M. H., DiazGranados, D., & Guzman, M. J. (2008). The Productivity Measurement and Enhancement System: A Meta-Analysis. *Journal of Applied Psychology*, 93(3), 540–567.
- PwCIL. (2014, November). *Five megatrends and possible implications*. Retrieved from PricewaterhouseCoopers International Limited:  
<https://www.pwc.com/us/en/faculty-resource/assets/symposium/2014-megatrends-overview.pdf>
- Schneider, B., White, S. S., & Paul, M. C. (1998). Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model. *Journal of Applied Psychology*, 83(2), 150-163.
- Sekaran, U. (2003). *Research Methods for Business: A Skill-Building Approach*. John Wiley & Sons, Inc.
- Sekaran, U., & Bougie, R. (2013). *Research Methods for Business: A Skill-Building Approach*. Wiley.
- Sonnentag, S., Volmer, J., & Sychala, A. (2008). *Job Performance*. Los Angeles: Sage Handbook of Organizational Behavior.
- Sy, T., Cote, S., & Saavedra, R. (2005). The contagious leader: impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of Applied Psychology*, 90(2), 295-305.
- Tsai, W.-C., Chen, C.-C., & Liu, H.-L. (2007). Test of a Model Linking Employee Positive Moods and Task Performance. *Journal of Applied Psychology*, 92(6), 1570–1583.
- Tsai, W.-C., Chen, H.-W., & Cheng, J.-W. (2009). Employee positive moods as a mediator linking transformational leadership and employee work outcomes. *The International Journal of Human Resource Management*, 20(1), 206–219.
- Wang, H., Law, K. H., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational

leadership as follower' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420-432.

- Wang, X.-H., Kim, T.-Y., & Lee, D.-R. (2016). Cognitive diversity and team creativity: Effects of team intrinsic motivation and transformational leadership. *Journal of Business Research*, 69, 3231-3239.
- Watson, D., Clark, A. L., & Tellegen, A. (1988). Development and Validation of Brief Measures of Positive and Negative Affect: The PANAS Scales. *Journal of Personality and Social Psychology*, 54(6), 1063-1070.
- Zhu, Y., & Akhtar, S. (2014). How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation. *Journal of Organizational Behavior*, 35, 373–392.