

Leadership Styles as Predictor of Decision Making Styles; Moderating Role of Emotional Intelligence

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Abstract

The present study aims to investigate the relationship between leadership styles and decision making styles with the moderating role of emotional intelligence. The sample of the study consists of 150 employees from different organizations including banks, pharmaceutical companies, and services industry located in Rawalpindi and Islamabad. For data collection Multifactor Leadership Questionnaire MLQ (Form-5) (developed by Bass and Avolio, 1990), general decision making style questionnaire (developed by Scott and Bruce, 1995), and emotional intelligence questionnaire (developed by GENOS EI inventory) were used. The study found that transformational leadership style have significant association with dependent, rational, intuitive, avoidant, and spontaneous decision making styles. Transactional leadership style positively associated dependent decision making style. Laissez-faire leadership style positively predicts avoidant decision making style. Emotional intelligence did not moderate the relationship between leadership styles and decision making styles.

Keywords: leadership styles, decision making styles, emotional intelligence, regression, correlation

1. Introduction

Leader is a person who has the abilities to influence others and the leadership is what leaders do to influence group to achieve some designated goals. The ability of effective leader is to make decisions confidently (Muchinsky, 2007). The core responsibility of a manager's is to make valuable decisions which helps organization's to achieve its goals. The success or failure of an organization depends upon managerial decisions (Kreitner and Kinicki, 2004). Recent dynamic corporate environment demands from managers to become

excellent, quick, and effective decision makers. According to Singh (2001) decision making is the “total task of a manager”. One of the characteristics of an effective leader is to make effective decisions. Leader performed various leadership styles depends upon their abilities, attitudes, knowledge and the environment in which he/she work as a leader. Such styles are divided into three main categories these are, transformational, transactional and laissez- faire leadership style.

Transactional leadership style (TR) deals with the normal flow of operations. To perform best such leader motivates their followers through power and incentives. Such leaders motivate employees by exchanging rewards for performance. Transactional leaders focus on short term or day to day operational decisions rather than for strategically long term decisions. They are mostly concerned that everything flows smoothly today. Such leaders are rational decision makers and problem solvers. They make logical decisions. Transactional leaders are also dependent decision makers as by depending on subordinate’s cognitions to make decisions (Barbuto et al., 2000).

Transformational leadership style (TF) is viewed as humanistic, influential, motivational and inspirational. Transformational leadership style is a style through which a leader, who boosts the confidence level of individuals or groups, conjures up awareness and interest in the group and struggle to achieve their desire goals. They are just like a model for their supporters. Bass and Avolio (2000) define five facets of transformational leadership which as (a) idealized influence (attributed) – creating and building a sense of mission and vision in the mind of their supporters. Followers give

him value/respect and trust on them: (b) idealized influence (behavior) – such leader act as a role model, followers observe him and doing accordingly: (c) inspirational motivation – such leader clarifies the paths for the followers by finishing ambiguities, and communicates the innovative vision: (d) intellectual simulation – such leader support their supporters to solve old problems through innovative or new ways, support creativity, and give confidence by practicing on brainstorming and rational thinking: and (e) individualized consideration – leader consider their followers needs, give them care and attention.

Laissez-faire style (LF) of leadership is in which decisions are delayed, responsibilities are withdrawn, quests for support and feedback, and by showing irresponsiveness in decision making. Such leaders are passive and incompetent, and avoid decisions when needed (Bass and Riggio, 2006). Thus avoidant decision is one of the big quality of laissez-faire leaders. Laissez – faire leaders are dependent on their followers on making decisions, and call workgroup to take their responsibilities (Shamir et al., 2000).

Emotional intelligence (EI) play an important role and are more loyal towards organization performance (Abraham, 2000), and have high success rate (Miller, 1999). Emotional intelligence is the ability to perceive perfectly, and convey emotion; the ability to generate or access feelings; the quality to realized emotional knowledge. Emotional intelligence helps leaders to improve their ability to solve problem and give direction to the organization to achieve its goals effectively. Emotional intelligence based on three models which are (a) competency based model (b) ability model, and (c) non-cognitive model. Competency based model of emotional intelligence were used

to measure workplace application. This study utilize competency based model which is related to workplace emotional intelligence.

Research identify various decision making models, each have their own importance, no single model is universally acceptable, that is why this study focuses on the model developed by Scott and Bruce (1995). According to this model while making decisions managers performing five styles: (a) Rational Decision Making Style (RDM) – which is the use of interpretation and rational or logical approaches to decision making; (b) Intuitive Decision Making style (IDM) – such leaders depend upon hunches, gut feelings, and intuition experience; (c) Dependent Decision Making Style (DDM) – is when making a decision getting help or support of others; (d) Avoidant Decision Making Style (ADM) – is ascribed by postponing, retreating, and hostile the decisions; and (e) Spontaneous Decision Making Style (SDM) – is defined by making impetuous, hurried, and nippy decisions.

1.1 Statement of the Problem

A lot of research work has been done on leadership styles as well as on decision making styles but not a single study can find the relationship between them in Pakistan, so, the contribution of this study is to find out the relationship between leadership styles and decision making styles in Pakistani organizations. Second, this study will go beyond the prior research by considering all the three leadership styles and five decision making styles while prior research

only one or two leadership styles and one or two decision making styles.

1.2 Purpose of the Study

The purpose of this study is to find out the relationship between leadership styles and decision making styles in Pakistani organization, and to find out which leadership style is more appropriate in Pakistani context. Also, this research will try to answer the question regarding different decision making styles and which decision making style is more appropriate in Pakistani organization. Another important purpose was to check the moderating role of emotional intelligence on the relationship between leadership styles and decision making styles.

1.3 Importance of the Study

The core responsibility of a manager's is to make valuable decisions which helps organization's to achieve its goals. Successful leaders create and build successful organizations. The importance of the study is that it will helpful for managers to follow the most appropriate leadership style as well as decision making style which will help to improve the performance of the overall organization. Another importance is that through appropriate style managers can create a learning organization, increased innovation, and motivates

employees which altimetry improve the overall performance of the organizations.

1.4 Plan of the Study

The study is organized as follow: section two describe relevant literature, section three explain theoretical framework and hypothesis of the study, section four explore the methodology of the study in which we describe sampling technique, measurement tools, population of the study, section five describe the results of the study including correlation, regression analysis with and without moderating variable, and lastly section six shows references of the study.

2. Literature Review

The terms transformational and transactional leadership styles were introduced by Burns in 1978. Bass (2000), Bass and Avolio (2003), and Bass and Reggio (2006), extended the previous work on leadership styles and proposed a full range theory which includes transactional, transformational, and laissez- faire leadership styles. Transformational leaders make knowledge based decisions which in turn secured organizational interests (Brower and Balch, 2006). Leaders logical actions and emotions resides rationality which involve inspiration and stimulation. An effective leadership incorporates both sides in consideration (Bass, 1999; Gar 1999). Both rational and emotional strategies were used by transformational leaders in decision making process.

Avolio and Bass, (2002) found that decision making of transactional and transformational leaders could be participative or authoritarian as well as directive and participative, elitist or leveling. Transformational leaders shared organizational vision and ideas (Bass and Reggio, 2006). They encouraged follower's participation. Transformational leader's decisions were based on information sharing which become collective decisions of an enterprise. Fischhoff, (1992) argued that consultation led managers to inappropriate contradictory advices which ultimately affect on decision making.

Downey et al. (2006) found that managers displaying more transformational leadership had also more emotional intelligence (EI) and intuition than managers having less transformational leadership. Hansson and Anderson, (2001) argued that the most appropriate decision making styles is intuitive decision making style in case where organizations were pressurize to bring change.

Tambe and Krishnan, (2000) investigated the correlation between decision making styles and transformational leadership, and found positive correlation between rational decision making styles and negative correlation with avoidant decision making styles. Rehman and Waheed, (2012) studied the relationship between transformational leadership style and decision making styles with moderating role of emotional intelligence in Pakistan. The results show that transformational leadership style strongly predicts rational and dependent DMC, and weakly predict spontaneous and intuitive DMC. The study also found that emotional intelligence plays its moderating role and strengthen the relationship between transformational leadership and decision making styles.

Kroeck and Sivasubramaniam, (1996), studied leadership styles and their impact on innovative work behavior and found positive relationship between transformational leadership and innovative work behavior. However, some studies also found no relationship between them such as Jaskyte (2004); found no significant relationship between leadership styles and innovative work behavior.

Riaz and Haque, (2012) studied the role of leadership styles in their predictive quality of decision making styles and found that most effective decision makers are transformational and transactional leaders. Almas (2007) found that conflicts in manufacturing organizations are effectively managed by transformational leaders. Engen, (2003) found that transformational leadership qualities are mostly found in female as compared to their male counterparts. They also found that male are mostly transactional and laissez-faire, however, some studies found no gender differences in leadership styles.

The word transactional is based on the exchange between two things i.e. leaders and followers. Leader motivates their followers that their needs will be satisfied on exchange the leader demand to meet the standard of the organization and fulfilling their duties. Rewards system are based on performance (Avolio and Bass, 2000; 2002).

Transactional leaders employ logic in decision making. They are rational decision makers and problem solvers. While making decisions, transactional leaders depend upon the subordinates cognitions, and are extrinsically motivated to lead (Borbuto et. al; 2000). Transactional leaders rely on logic and rational thinking, and offer rewards such as pay, promotion, other jobs related benefits, in

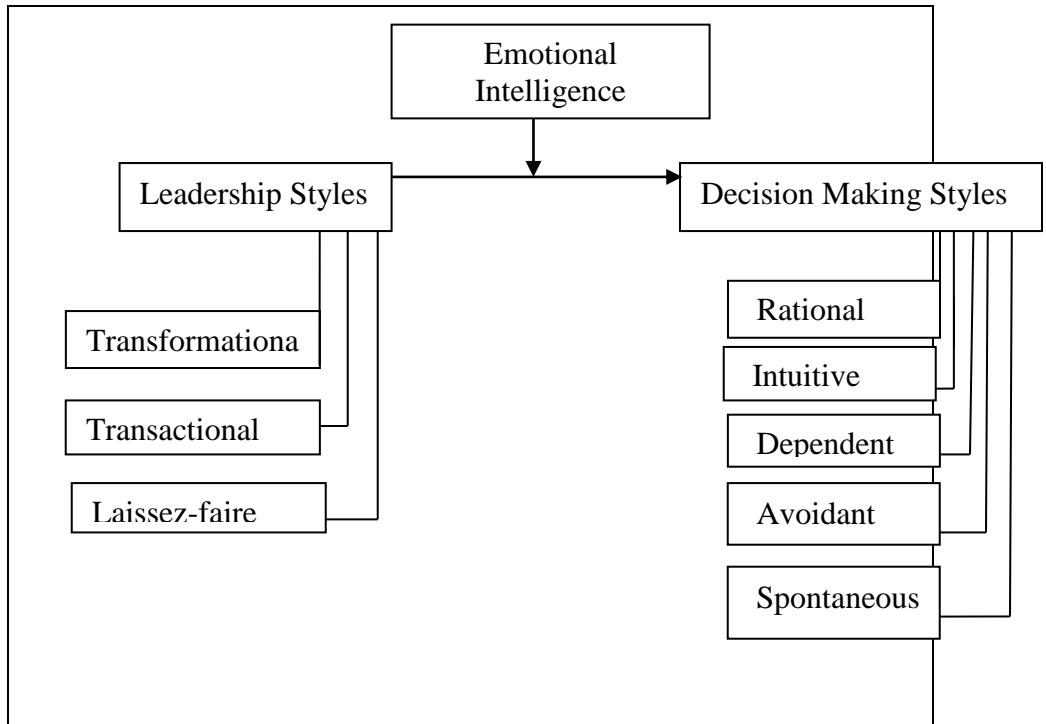
exchange for completion of work assignment (Fulton and Maddock, 1998).

Wooten et al. (1994); found that rational decision makers are static organized and unchanged routine activities. That is why transactional leaders are effective in transactional management practices which are compulsory to keep the organizational operations on track (Lane and Daft, 2002), on the other hand, reliance on hunches and quick procedure are the quality of spontaneous and intuitive decision maker (Scott and Bruce, 1995), that is why, decision making styles like intuitive and spontaneous are not make by transactional leaders. Loo, (2000); found negative correlation between avoidant and rational DMC. Barbuto et al. (2000); argued that transactional leaders are dependent decision makers. While making decision they depend upon the subordinates cognitions. Transactional leaders are considered appropriate for maintaining stability in organization (Leavitt, 1987).

3. Theoretical framework and hypothesis development

3.1 Theoretical framework

Theoretical model of the study as that leadership styles is our independent variable which includes three types of leadership styles i.e. laissez-faire, transactional, and transformational leadership styles. Dependent variable is decision making styles which include dependent, avoidant, spontaneous, rational, and intuitive, decision making styles. To check the moderating effect we use emotional intelligence is a moderating variable of the study.



Hypothesis

Literature led us to hypothesize the study as;

H1: transformational leadership style will positively predict decision making styles.

H2: transactional leadership style will positively predict decision making styles.

H3: Laissez-faire leadership style will positively predict decision making styles.

H4: Emotional intelligence will play a moderating role in the relationship between leadership styles and decision making styles.

4. Methodology

4.1 Sample

The sample of the study consist of 150 employees from private and public sector organizations including pharmaceutical firms, services

organizations and banks, located in Rawalpindi and Islamabad. Due to limited time and resources convenience sampling technique is selected because it is easy and time saving technique to gather data.

4.2 Measures and Procedures

For data collection questionnaire is used which includes three types of scales. The first scale is Multifactor Leadership Questionnaire MLQ (Form-5x) developed by Bass and Avolio (2000). This scale has 21-items in which 15-items of transformational, 3-items of transactional, and 3-items of laissez-faire leadership styles with a cronbach's alpha 0.87. To measure decision making styles the second scale developed by Bruce and Scott (1995) is used which includes 25-items including 5-items related to each DMS with a cronbach's alpha 0.80. The third scale developed by GENOS EI inventory used to measures work place emotional intelligence of the employee's. It consists of 35-items having a cronbach's alpha of 0.89. Four-point Likert rating scale is used for leadership styles to measures the responses ranging from 1= once in awhile 2= sometimes 3= fairly often 4= frequently, if not always. Five-point Likert scale is used for emotional intelligence and decision making styles to measures the responses ranging from 1= strongly disagree to 5= strongly agree. Total 175 questionnaires were distributed from which 150 were received back with a response rate of 85.71%.

5. Results

Table 1
Correlation Matrix

	TF	TR	LF	RDM	IDM	DDM	ADM	SDM
TF	1							
TR	.671	1						
LF	.368	.000	1					
RDM	.008	.113	.056	1				
IDM	.003	.169	.168	.001	1			
DDM	.048	.023	.205	.000	.000	1		
ADM	.001	.037	.015	.000	.000	.000	1	
SDM	.000	.035	.005	.000	.002	.023	.000	1

Table 1 shows Pearson correlation matrix of DMS and LSS. The table shows that all variables are positively associated with each other. Transformational leadership style is significantly associated with rational, intuitive, dependent, avoidant, and spontaneous DMS, while insignificantly associated with transactional and laissez-faire LSS. Transactional leadership style is significantly associated with laissez-faire leadership style, dependent, avoidant, and spontaneous DMS and insignificantly associated with transformational leadership style, rational and intuitive DMS. Laissez-faire LSS is significantly associated with transactional leadership style, rational, avoidant, and spontaneous DMS. Rational DMS is significantly associated with transformational, and laissez-faire LSS, and also with intuitive, avoidant, dependent, and spontaneous DMS, but insignificantly

associated with transactional leadership style. Intuitive DMS is significantly associated with transformational LSS, rational, dependent, avoidant, and spontaneous DMS, while insignificantly associated with transactional and laissez-faire LSS. Dependent decision making style is significantly associated with transformational and transactional LSS, rational, intuitive, avoidant, and spontaneous DMS, while insignificant association with laissez-faire leadership style and so on.

Table 2
Correlation with Moderator

	TFEI_ZTF	TREI_ZT	LFEI_ZL	SDM	ADM	DDM	IDM	RDM	LF	TR	TF
TFEI_ZTF	1										
TREI_ZTR	.480	1									
LFEI_ZLF	.339	.032	1								
SDM	.000	.015	.004	1							
ADM	.001	.022	.012	.000	1						
DDM	.039	.028	.193	.023	.000	1					
IDM	.003	.105	.187	.002	.000	.000	1				
RDM	.005	.105	.034	.000	.000	.000	.001	1			
LF	.343	.000	.000	.005	.015	.205	.168	.056	1		
TR	.657	.000	.000	.035	.037	.023	.169	.113	.000	1	
TF	.000	.493	.369	.000	.001	.048	.003	.008	.368	.000	1

TFEI_ZTF, TREI_ZTR, and LFEI_ZLF are our independent variables with moderator. First we calculate Z score values of these variables and then multiply these values with our independent variables TF, TR, and LF. Now we only explain the association of these variables only because we also explain all other variables in table 1, however there values are changed but we know that if value is less than .05 then we says that there is significant association and if value is greater than .05 then we say that it is insignificant association. TFEI_ZTF is significantly associated with rational, intuitive, dependent, avoidant, and spontaneous DMS, also with transformational LSS. While there is insignificant association with TREI_ZTR, LFEI_ZLF, transactional, and laissez-faire LSS. TREI_ZTR is positively and significantly associated with, spontaneous, avoidant, and dependent DMS, and with LFEI_ZLF, transactional and laissez-faire LSS. There is insignificant association of TREI_ZTR with TFEI_ZTF and transformational LSS and with rational and intuitive DMS. LFEI_ZLF is significantly associated with TREI_ZTR, transactional and laissez-faire LSS and with spontaneous, avoidant, and rational DMS. There is also insignificant association of LFEI_ZLF with TFEI_ZTF and transformational LSS and with intuitive DMS.

Table 3

RDM with and without moderator					
Without Moderator			With Moderator		
Variables	Coefficients	Significance	Variables	Coefficients	Significance
Constant	2.716	.000	Constant	21.250	.001
TF	.228	.011	TFEI_ZTF	.068	.117
TR	.085	.350	TREI_ZTR	-.015	.475
LF	.124	.202	LFEI_ZLF	.100	.006
R Square			TF	-1.983	.162
	.072		TR	.549	.370
			LF	-3.154	.008
			R Square		.146

In the above table we take rational DMS as a dependent variable and transformational, transactional, and laissez-faire as an independent variables. The right hand side of the table shows result with moderator (emotional intelligence), and the left hand side of the table shows result without moderating effect. R Square shows the explanatory power of dependent variable which is 14.6% with moderating effect of emotional intelligence and 7.2% explanatory power without moderating effect. Table shows that our model with and without moderator is significant (.000) and (.001) respectively. Results also show that there is insignificant relationship between TFEI_ZTF and TREI_ZTR with rational DMS, and positive significant relation with LFEI_ZLF. On the other hand, the left hand side shows that transactional LSS and laissez-faire have positive

insignificant relation with rational DMS and positive significant relation with transformational LSS. Moderator improve R Square and constant coefficient but variables coefficient are decreases which shows that emotional intelligence did not moderate the relationship between leadership styles and rational decision making style.

Table 4

DDM with and without moderator					
Without Moderator			With Moderator		
Variables	Coefficients	Significance	Variables	Coefficients	Significance
Constant	2.848	.000	Constant	11.631	.008
TF	.176	.058	TFEI_ZTF	.055	.229
TR	.183	.052	TREI_ZTR	-.003	.881
LF	.033	.743	LFEI_ZLF	.020	.595
R Square			TF	-1.637	.279
	.059		TR	.286	.661
			LF	-.638	.610
			R Square	.073	

Table 4 highlights the results of dependent DMS and LSS with and without moderating effect. There is positive and significant relationship between transformational and transactional LSS with dependent DMS, while there is positive insignificant relationship with laissez-faire LSS. So we can say that transformational and transactional LSS predict dependent DMS. In case of moderator (EI) all three leadership styles have insignificant relationship with dependent DMS, also TREI_ZTR have a negative association. Although, R Square and constant coefficient improve due to moderating effect of emotional intelligence but coefficient of variables shows that there is no significant effect of moderating variable (emotional intelligence).

Table 5

SDM with and without moderator					
Without Moderator			With Moderator		
Variables	Coefficients	Significance	Variables	Coefficients	Significance
Constant	1.971	.000	Constant	17.630	.008
TF	.321	.001	TFEI_ZTF	.121	.009
TR	.112	.239	TREI_ZTR	-.008	.715
LF	.205	.043	LFEI_ZLF	.016	.677
R Square			TF	-3.628	.016
	.131		TR	.349	.589
			LF	-.326	.792
			R Square	.177	

The above table shows that spontaneous decision making style as a dependent variable and transformational, transactional, and laissez-faire leadership styles as an independent variables. Transformational and laissez-faire leadership styles positively and significantly associated with spontaneous decision making style, and positive but insignificant association with transactional leadership style. Thus, transformational and laissez-faire leadership styles predict spontaneous decision making style. In case of moderating effect coefficient constant and R Square are improved but coefficients of variables are decreased, even TREI_ZTR have shown negative association. Although TFEI_ZTF have positive and significant relationship with spontaneous decision making style. Thus, we can say that there is weakly moderate the relationship between leadership styles and spontaneous decision making style.

Table 6

IDM with and without moderator					
Without Moderator			With Moderator		
Variables	Coefficients	Significance	Variables	Coefficients	Significance
Constant	2.845	.000	Constant	6.602	.273
TF	.243	.004	TFEI_ZTF	.038	.360
TR	.079	.356	TREI_ZTR	.033	.097
LF	.069	.447	LFEI_ZLF	-.038	.275
R Square			TF	-1.035	.451
	.072		TR	-.907	.128
			LF	1.306	.251
			R Square	.097	

Table 6 shows the regression analysis between intuitive decision making and leadership styles with and without moderation. Transformational leadership style is positively and significantly associated with intuitive decision making style while transactional and laissez-faire are positively but insignificant associated with intuitive decision making style. So, transformational leadership style predicts intuitive decision making style. On the other hand, there is positive and significant association between TREI_ZTR and intuitive decision making style, while there is insignificant relationship between TFEI_ZTF and LFEI_ZLF with intuitive decision making style. Coefficient of all variables decreased due to moderation which shows that there is no impact of emotional intelligence on intuitive decision making style.

Table 7

ADM with and without moderator					
Without Moderator			With Moderator		
Variables	Coefficients	Significance	Variables	Coefficients	Significance
Constant	2.371	.001	Constant	23.837	.000
TF	.268	.002	TFEI_ZTF	.132	.001
TR	.112	.199	TREI_ZTR	.040	.038
LF	.152	.000	LFEI_ZLF	.009	.794
R Square			TF	-4.075	.003
	.110		TR	-1.075	.064
			LF	-.152	.891
			R Square	.203	

Table 7 highlights the regression analysis between avoidant DMS and LSS. Transformational and laissez-faire LSS are positively and significantly associated with avoidant DMS, while transactional LSS is positively insignificant associated with avoidant DMS. We can say that transformational and laissez-faire LSS predict avoidant DMS. In case of moderating effect of emotional intelligence transformational and transactional have positively associated with avoidant DMS, while laissez-faire have insignificant association. Although, R Square and constant coefficient increased due to moderation but coefficient of variables are decreases in values which shows that emotional intelligence weekly moderate the relationship between avoidant decision making style and leadership styles.

6. Discussion

Present study aim is to investigate the relationship between leadership styles (transformational, transactional, and laissez-faire) and decision making styles (rational, intuitive, dependent, avoidant, and spontaneous) with the moderating role of emotional intelligence. The results of the study fully supported H1 hypothesis that is

transformational leadership style positively predicts decision making styles (rational = .011, dependent=.058, spontaneous=.001, intuitive=.004, and avoidant=.002). The results (rational, spontaneous, and intuitive) are consistent with (Tambe and Krishna , 2000 Downey et al. 2006 Andersen, 2000 Avolio and Bass, 2002 Thunholm, 2004). The results (dependent and avoidant) are inconsistent with (Avolio and Bass, 2002 Riaz and Haque, 2012). The results of the study partially support H2 hypothesis that is transactional leadership styles positively predict decision making styles (rational= .350 dependent= .052 spontaneous= .239 intuitive= .356 avoidant= .199). The results (intuitive, spontaneous, and avoidant) are consistent with (Daft and Lane, 2002, Scott and Bruce, 1995 Loo, 2000). The results (rational) are inconsistent with (Barbuto et al. 2000, Maddock and Fulton, 1998). The results regarding dependent decision making is in line with (Barbuto et al. 2000) that transactional leaders are dependent on subordinate's cognitions. The third hypothesis H3 are partially supported by the results that is laissez-faire leadership style positively predict decision making styles (rational= .202 dependent= .743 spontaneous= .043 intuitive= .447 avoidant= .000). The results regarding avoidant decision making style are in line with (Bass and Reggio, 2006 Bass, 1998 Scott and Bruce, 1995) because they are missing when required; they are unable to act upon their intentions. The results regarding dependent decision making style is inconsistent with (Shamir et al. 2000 Jones and Rudd, 2007). The results regarding rational and intuitive decision making styles are in line with (Harren, 1979 Loo, 2000) that laissez-faire leaders are unable to make rational or intuitive decisions. The forth and last hypothesis H4 is that emotional intelligence moderate

the relationship between leadership styles and decision making styles are rejected. There is no such result found in the study which shows that moderator plays its role.

7. Conclusion and recommendations

Conclusively, we can say that leadership styles play a significant role in predicting decision making styles. According to the theory and past research the ideal leadership style is transformational leadership style which positively and significantly predicts the ideal decision making style which is rational decision making style. Transactional leadership style positively predicts dependent decision making style. The logic behind that is that transactional leaders depend upon subordinate's cognition's. Laissez-faire leadership style positively predicts avoidant decision making style. The logic is that laissez-faire leaders are lezzy, irresponsive, ineffective, and inactive style of leadership so they avoid or delayed the decisions.

There are also some limitations of the study as well. First, the study use convenience sampling which might not represent the population as a whole. It will better if the study uses other sampling techniques which are more generaliseable. Second, there are limited observations (150) by selecting only two cities which affect the generaliseability of the results. Third, the study use emotional intelligence as moderating variable but did not focus on three facets of emotional intelligence separately which is (1) emotional awareness of self (2) others (3) and emotional reasoning. The present research suggests that it will more helpful for future work to increase the sample size and to use other dimensions of emotional intelligence as well.

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