

Inspired to be Inspiring: Linking Motivating Work to Transformational Leadership

Transformational leadership is a major predictor for followers' performance. Consequently, organizations make large investments in the selection and training of transformational leaders. Yet, evidence suggests that even well-selected and well-trained leaders may have difficulty realizing their full transformational leadership potential. A potential reason may be that the work of leaders is not always motivating.

We bridge leadership with job design literature and test the idea of transformational leadership as being a leaders' response to motivating work. We conducted a weekly diary study and collected data of leaders in Switzerland over five weeks.

Our study contributes to the debate on the extent to which transformation leadership occurs in a state-like fashion rather than a trait-like fashion. We also shed light on the organizational contexts in which transformational leadership is more likely to unfold. Thus, our findings allow for practical recommendations that go beyond leadership selection and development.