Organization Leadership Annotated Bibliography

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Organizational leadership is a methodology that is focused on what is good for everyone in the organization simultaneously. It can also be considered as an attitude that empowers people in an organization from the top to bottom. It combines management and leadership and capitalizes on organizational strengths alongside consideration of ethics in an organization. It is based on the idea that organizations are in the need of leaders to perform efficiently and effectively. It inspires the individual from the top to bottom to contribute towards organizational goals and objectives.

# Annotated Bibliography

García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. Journal of business research, 65(7), 1040-1050.

As the title suggests, this study is focused on the impact of transformational leadership on organizational performance through the vigorous competences of innovation and organizational learning. The article is based on the idea that the previous studies have not explored these indirect interrelations of transformational leadership and organizational performance and these are highly significant in order to enhance the organizational performance. Hence, this article aims to explore these interrelations through the hypothesis it has developed. The study used the sample of 168 Spanish firms from the chemical and automotive sector and the findings confirm the hypothesis. Results reveal that transformational leadership has can have a positive influence on organizational performance by means of organizational innovation and learning. The second finding confirms the positive influence of organizational learning on organizational performance through innovation because organizational innovation positively influences organizational performance as well.

This study used pre-trusted constructs from the previous empirical studies in designing the survey questionnaire that was sent to the CEO's of the companies to assure validity and reliability. In addition, this article takes the data from the previous studies which make this study more reliable. This article is directed at the managers and organizational leaders and serves the purpose of directing the managers to use the transformational leadership style in order to enhance the performance of their organization. The authors belong to the faculty of Economics and Business, University of Granada. This study has several limitations such as it relies on CEO's perceptions, a measure of transformational leadership it uses, biases in the study, cross-sectional data, and the use of innovation and learning to confirm the relationship between transformational leadership and organizational performance.

Shanafelt, T. D., Gorringe, G., Menaker, R., Storz, K. A., Reeves, D., Buskirk, S. J., ... & Swensen, S. J. (2015, April). Impact of organizational leadership on physician burnout and satisfaction. In Mayo Clinic Proceedings (Vol. 90, No. 4, pp. 432-440). Elsevier.

The study aims at assessing the influence of organizational leadership on physician satisfaction and burnout in a healthcare organization. This study was conducted on different physicians and scientists in the healthcare organizations in October 2013. 3896 physicians were surveyed as part of this study out of which 2813 responded. The research reveals that the leadership traits of physicians and scientists highly affect their satisfaction level and well-being. This study is based on the fact that a large number of US physicians are hired by the healthcare organizations that have created new challenges for the practitioners. There was not a lot of research on the effect of organizational leadership on burnout and professional satisfaction of physicians. This research is based on studying this relationship with the work unit of doctors. The study uses 2 single-item measures modified from the full Maslach Burnout Inventory to enhance viability. This research has high significance for the healthcare organizations to select and train physician leaders to enhance individual well-being and satisfaction.

These findings have important implications for the selection and training of physician leaders and provide new insights into organizational factors that affect physician well-being. Authors are associated with the Department of Internal Medicine and have conducted many studies in their fields. However, the study represented the experience of one health care institute and dissatisfied employees could have rated their leaders poorly.

Joseph, E. E., & Winston, B. E. (2005). A correlation of servant leadership, leader trust, and organizational trust. Leadership & Organization Development Journal, 26(1), 6-22.

This paper aims to study the association between employee perceptions of servant leadership and leader and organizational trust. Servant leadership is aimed at keeping the interests and needs of others over the interests of leaders. The study used Laub's Organizational Leadership Assessment alongside Nyhan and Marlowe's Organizational Trust Inventory. The study exposed the correlation of perception of servant leadership with both leaders and organizational trust. In addition, the study exposed that organizations considered as servant-led exhibit a relatively higher level of organizational and leader confidence. The study used a cross-sectional survey and Organizational Trust Inventory was employed to examine the level of trust and the Laub's Organizational Leadership Assessment was used that holds high credibility and reliability. The OTI is also a reliable measure that increases the reliability of the study. Authors belong to Regent University, School of Leadership Studies and the reliability can be assessed by the fact that a huge number of researchers have cited their study. Though the research is old it holds high significance for the managers and organizations to use servant leadership as a potential way to enhance organizational performance and the article was written for them. It clearly conveys the meaning to the intended audience. However, some limitations also exist such as narrowness of the sample, and the authors recommended that it should be re-conducted with a diverse sample.