

SLOAN BIOTECHNOLOGY INDUSTRY CENTER

INSIGHTS FROM ACADEMIC PUBLICATIONS

Leaders can impact how individuals view their jobs. The individuals who work under a truly exceptional leader regard their job as more challenging and important. Leaders who provide intellectual stimulation and individualized consideration, and use inspirational motivation and idealized influence, are more likely to have subordinates that view their own jobs as having higher perceived levels of variety, significance, autonomy, and feedback. These employees report higher levels of intrinsic motivation and commitment to goals. All of these factors – leadership elements, job characteristics, motivation, and commitment – positively influence task performance.

R. F. Piccolo, J A Colquitt, 2006., Transformational Leadership and Job Behaviors: The Mediating Role of Core Job Characteristics, *Academy of Management Journal*, Vol. 49, No. 2, pgs 327-340.

