



## **“Impact of Transformational Leadership over Employee Motivation”**

**Sukhjeet Kaur**

*Assitant Professor Sri Guru Tegh Bahadur Khalsa College, Sri Anandpur Sahib*

*Sukhi.kaur989@gmail.com*

### **Abstract**

This mixed methods study aimed to examine the relationship between the adopted leadership style and employees motivation in a college that is located in the Punjab. A survey was developed and distributed to 20 employees in two departments. Furthermore, interviews were conducted with a focus group of 10 employees to validate the results of the survey. The study found that there is a strong relationship between leadership style and employee motivation where the correlation was positive with transformational style and negative with transactional style.

**Keywords :** *Employee Motivation, Leadership Styles, Performance Improvement.*

### **Introduction**

Leadership is the ability of influencing people so as to achieve the objectives of organization in most efficient and effective manner. It may be done in various ways. Leaders may employ various styles and different instruments to accomplish this process. This process called leadership uses different kinds of incentives to allure people to achieve the organizations objective. These incentives understood generally as motivators may take any shape; monetary or non-monetary and are allocated to the people or employees in accordance with the respective requirements and preferences of employees or followers.

### **Transformational Leadership**

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.<sup>[1]</sup> Transformational leadership serves to enhance the motivation, morale, and job-performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to



the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance.

The concept of transformational leadership was initially introduced by James V. Downton, the first to coin the term "Transformational leadership", a concept further developed by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation."<sup>[3]</sup> Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership was mutually exclusive styles. Later, researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers.

Bernard M. Bass (1985), extended the work of Burns (1978) by explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass introduced the term "transformational" in place of "transforming." Bass added to the initial concepts of Burns (1978) to help explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance. The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes



occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. Finally, in contrast to Burns, Bass suggested that leadership can simultaneously display both transformational and transactional leadership.

## **Characteristics**

Five major personality traits have been identified as factors contributing to the likelihood of an individual displaying the characteristics of a transformational leader. Different emphasis on different elements of these traits point to inclination in personality to inspirational leadership, transactional leadership, and transformational leadership. These five traits are as follows.

### **Extraversion**

The two main characteristics of extraverts are affiliation and agency, which relate to the social and leadership aspects of their personality, respectively. Extraversion is generally seen as an inspirational trait usually exhibited in transformational leadership.

### **Neuroticism**

Neuroticism generally gives an individual an anxiety related to productivity which, in a group setting can be debilitating to a degree where they are unlikely to position themselves in a role of transformational leadership due to lower self-esteem and a tendency to shirk from leadership responsibilities.

### **Openness to experience**

Creative expression and emotional responsiveness have been linked to a general tendency of openness to experience. This trait is also seen as a component of transformational leadership as it relates to the ability to give big-picture visionary leadership for an organization.



### **Agreeableness**

Although not a trait which specifically points to transformational leadership, leaders in general possess an agreeable nature stemming from a natural concern for others and high levels of individual consideration. Charisma and idealized influence is a classic ability of individuals who possess agreeability.

### **Conscientiousness**

Strong sense of direction and the ability to put large amounts of productive work into tasks is the by-product of conscientious leaders. This trait is more linked to a transactional form of leadership given the management-based abilities of such individuals and the detail oriented nature of their personality.

### **Effectiveness as compared to other leadership styles**

Studies have shown that transformational leadership styles are associated with positive outcomes in relation to other leadership styles. According to studies performed by Lowe, Kroeck, and Sivasubramaniam, charisma (or Idealized Influence) was found to be a variable that was most strongly related to leader effectiveness among MLQ scales.<sup>[10]</sup> Other studies show that transformational leadership is positively associated with employee outcomes including commitment, role clarity, and well-being.

### **Transactional leadership**

In contrast to transformational leadership, transactional leadership styles focus on the use of rewards and punishments in order to achieve compliance from followers. Transformational leaders look towards changing the future to inspire followers and accomplish goals, whereas transactional leaders seek to maintain the *status quo*, not aiming for progress.

The MLQ does test for some transactional leadership elements - Contingent Reward and Management-by-Exception - and these results for these elements are often compared to those of the transformational elements that the MLQ tests for. Studies have shown transformational leadership practices lead to higher satisfaction with leader among followers and greater leader



effectiveness, while transactional practices lead to higher follower job satisfaction and leader job performance.

### **Laissez-faire leadership**

In a laissez-faire leadership style, a person may be given a leadership position without providing leadership, which leaves followers to fend for themselves. This leads to subordinates having a free hand in deciding policies and methods.

Studies have shown that while transformational leadership styles are associated with positive outcomes, laissez-faire leadership is associated with negative outcomes, especially in terms of follower satisfaction with leader and leader effectiveness.<sup>[12]</sup> Also, other studies comparing the leadership styles of men and women have shown that female leaders tend to be more transformational with their leadership styles, whereas laissez-faire leadership is more prevalent in male leaders.<sup>[13]</sup>

### **Review of Literature**

Many authors have studied the influence of leaders' behavior in enhancing the job commitment and its impact over the organization's performance. Managers in an organization must carefully watch their leadership styles. They must behave in accordance with the managerial level they are interacting with. If leadership behavior does not match organizational requirements we must immediately take corrective measures so as to ensure organizational success in changing business environment.

- According to Sahgal and Pathak, different experiences in life craft the leadership traits in us. The organizations offering greater emphasis on training & development of subordinates tend to be more effective and efficient. They also observed that the leaders in this study showed a great concern towards both the task and the people.
- Ji Hoon Song observed that employees' level of work engagement strongly influences the innovation and creativity in their performance. According to them other authors too have



observed the similar results and its relationship with the job involvement and commitment of the workers.

- According to Givens, trust strengthens the bond between transformational leaders and their followers. Transformational leadership depends upon the employee's perception of leader's efficacy and higher levels of motivation.
- According to some studies women are more transformational than male and are thus more likely to make effective leaders. Organizations now a day's value employee who is meticulous, diligent, honest, show exemplary spirit de corpus and who understands that the personal interests are subservient to the organization's good. Transformational leadership can inculcate such behavior amongst the employees.

### **Objectives of the Study**

The basic objective of this research paper is:

- To understand the concept of transformational leadership.
- Are employees internally or externally motivated?
- What motivates employees working?
- What do the leaders currently do to motivate their employees and what they need to do in the future?

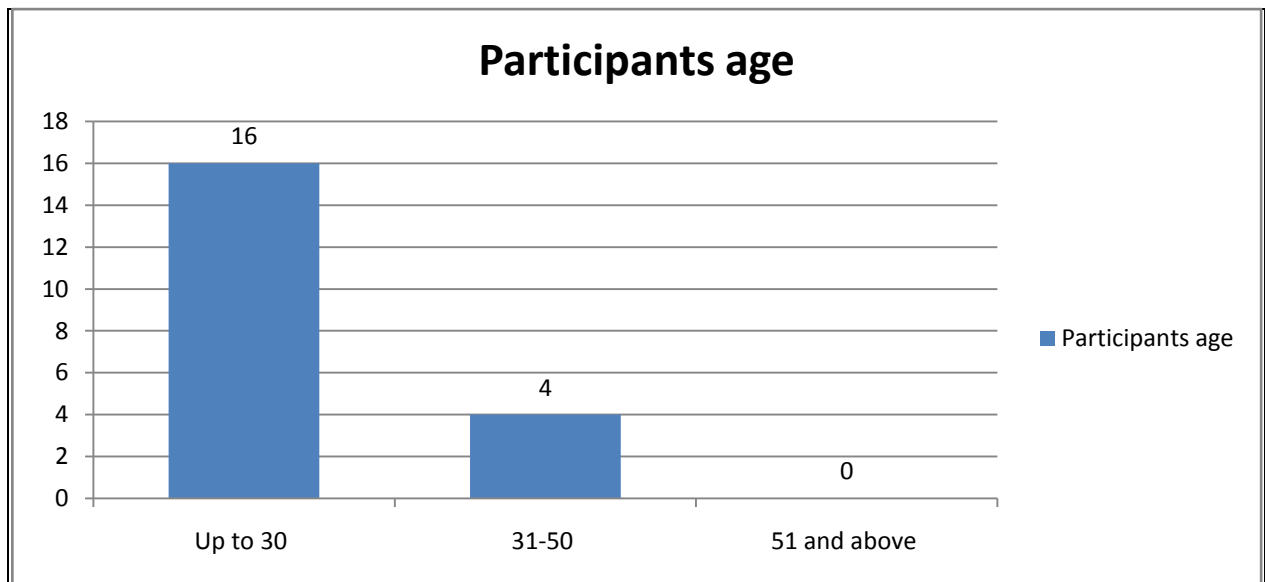
### **Research Methodology**

This research is based on primary as well as secondary data. Primary data was collected through a questionnaire survey and in depth interview of a sample of 20 employees of educational institutions in Punjab. The sample comprised of teaching and non-teaching staff of this institution. In order to study the perception of employees on the impact of leadership, a questionnaire was developed to measure employees responses. Random sample technique ensures equal opportunity to all target population to participate in the study, hence, more reliable results.

## ANALYSIS & INTERPRETATION OF PRIMARY DATA

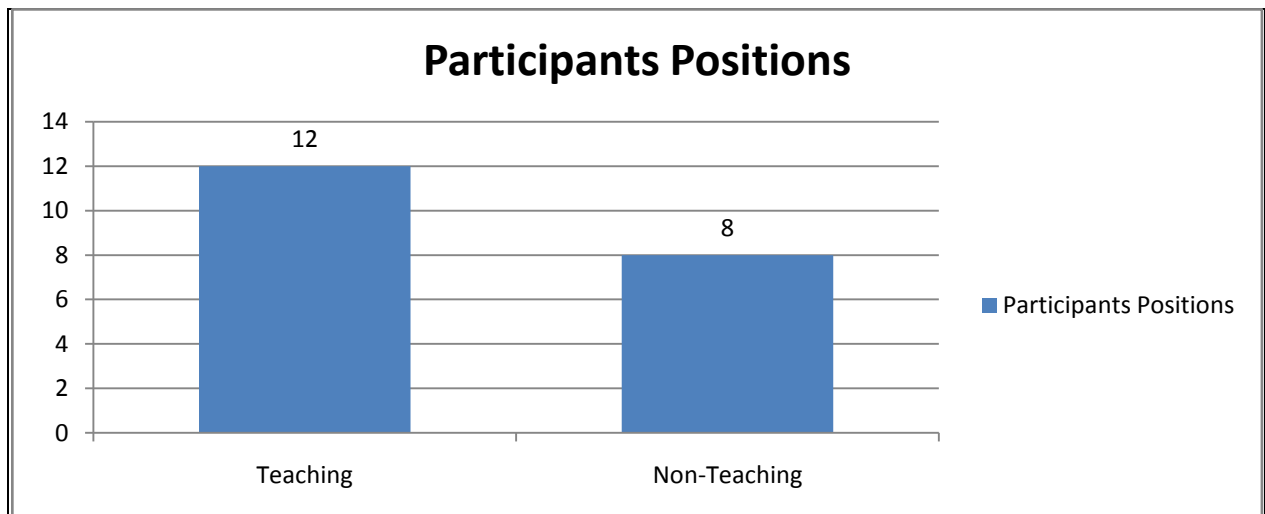
In order to collect information about 20 questionnaires were distributed to employees. The responses are tabulated, analyzed and explained below:

### i. Participants age.



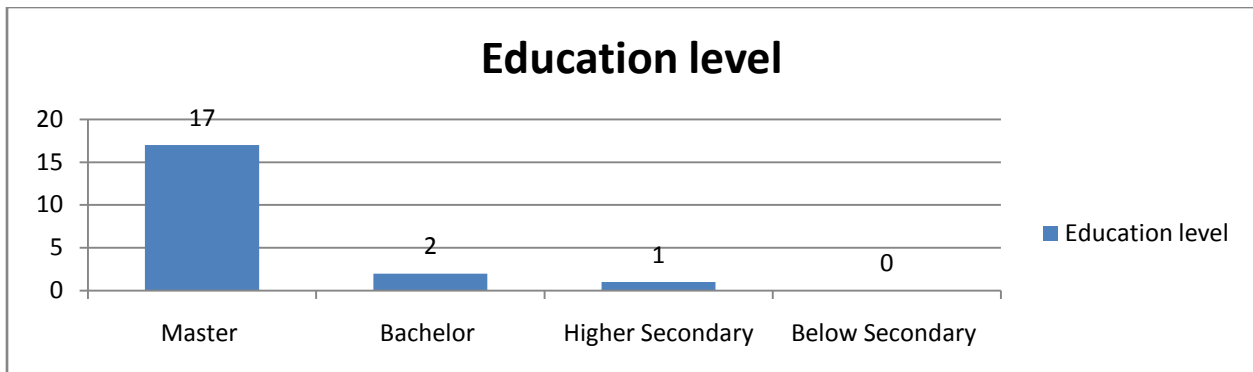
Out of total number of participants, 16 are in up to 30, while four are in 31-50 age limits.

### ii. Participants positions (Teaching or non-Teaching)



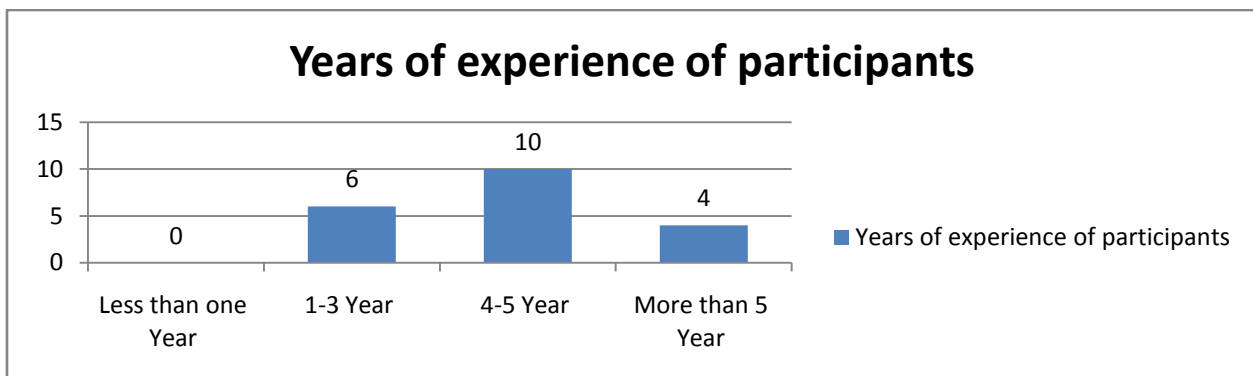
Out of total number of participants, 12 are in teaching position, while eight are in non-Teaching position.

iii. Education level



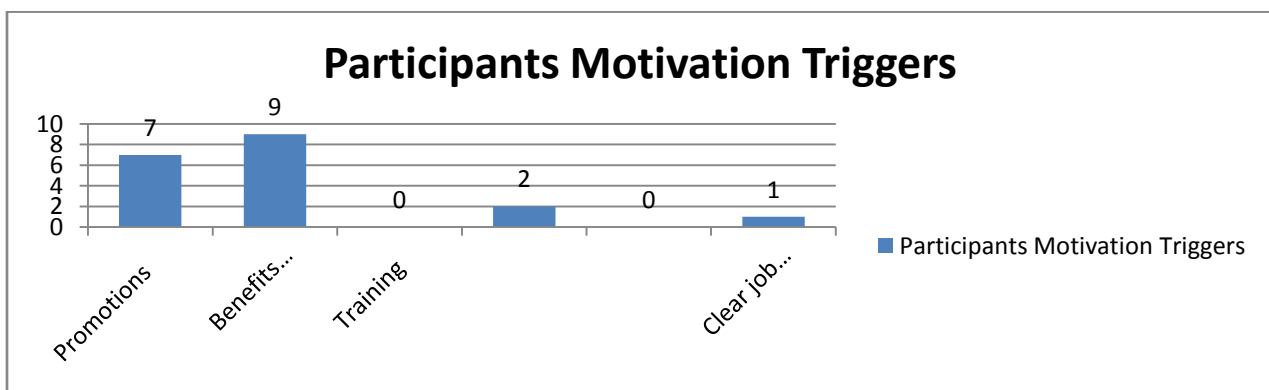
Mostly the participants are having master degree while few having bachelor degree or Higher Secondary.

IV. Years of experience of participants.



Of total number of participants, 4 are in more than 5 year experience 10 are in 4-5 year experience, while 6 are in 1-3 year experience

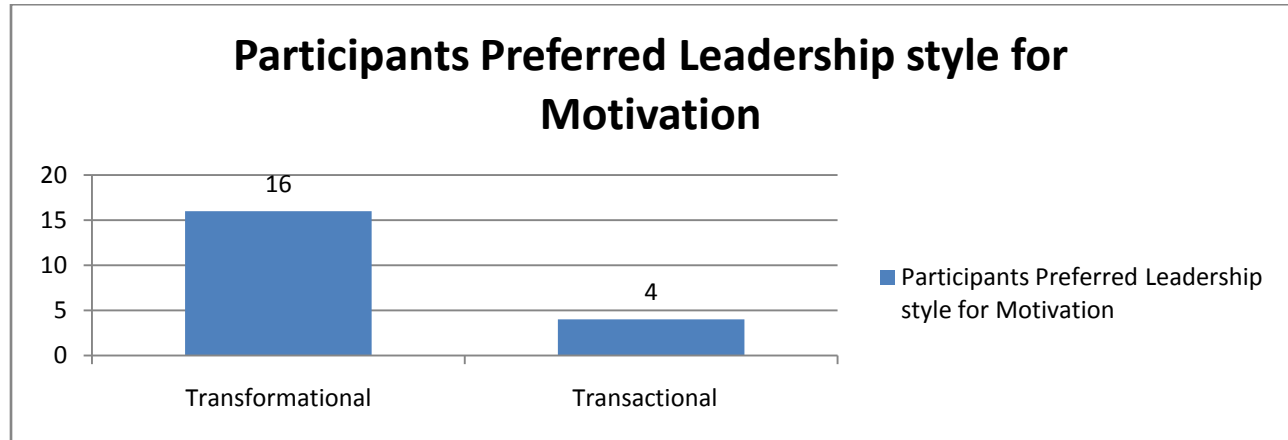
V. What motivates the employees in the workplace, according to the participants?





The highest motivator is Benefits and salary, and the lowest is clear job description.

**vi. Which style of leadership is more likely to motivate the participants of the study?**



After describing each style of leadership, More than two thirds of participants selected transformational style of leadership as a style that is more likely to motivate them.

**Conclusion**

The purpose of this research was to examine the perception of private petrochemical company employees about the leadership styles and its effect on employee motivation. A combination of qualitative and quantitative methods was used in this study. Results from data collected indicate that leaders who adapt participative and transformational leadership are more likely to create an atmosphere of motivation among their employees. In general, transformational leadership might be of more preference for the employees of this study than transactional.

**References**

1. Ali M. Alghazo\* , Meshal Al-Anazi ,June 16, 2016 The Impact of Leadership Style on Employee’s Motivation, International Journal of Economics and Business Administration, Vol. 2, No. 5, 2016, pp. 37-44
2. Surya Rashmi Rawat, March 2015 Impact of Transformational Leadership over Employee Morale and Motivation, Indian Journal of Science and Technology, Vol 8(S6), 25–34.
3. Shivganesh Bhargava, Transformational Leadership: Value Based Management for Indian Organizations (Response Books), SAGE Publications Pvt. Ltd (4 July 2003)
4. [https://en.wikipedia.org/wiki/Transformational\\_leadership](https://en.wikipedia.org/wiki/Transformational_leadership).