



## Impact of Transformational Leadership on Team Effectiveness: A Study of Team Leaders in IT Sector.

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### ABSTRACT

*Organizations have been expanding and to maintain the same pace they need to survive in the market. A market filled with tough competition. In such a scenario, success comes when we have an effective leader. A leader who is able to reach out his thoughts across the team. The process should be such that they should be able to motivate and transform the employees. This happens when the employee's readiness level is high. If the readiness level is low, then performance would be more of transactional in nature.*

*Transformational leadership is one in all the foremost dominant paradigms within the up to date leadership literature (Judge and Piccolo, 2004). It's allied with many worker outcomes, like well-being (Nielsen et al., 2009), ability (Shin and Chow, 2003) and task performance (Piccolo and Colquitt, 2006). The transformational leadership vogue has been outlined as "the method through which leaders and followers facilitate one another to advance to the next level of morality and motivation" (Burns, 1979, p. 21). Therefore a transformational leader could be a virtuously mature leader to motivate followers' behaviours and attitudes to come up with higher levels of ethical reasoning in followers (Burns, 1979). However, transformational managers don't influence subordinates' attitudes and behaviours in a very straightforward method.*

*Team effectiveness is for sure since its members are closely net and chosen consulting each others. However, in the current scenario, due to shortage of skills, members are posted into various teams, where by the autonomy of the team leaders are lost.*

*The study was done on the employees of Software industry, four major IT hubs viz. NCR, Hyderabad, Bangalore and Chennai were selected. For Each IT hub 8 companies were selected making 32 companies in total. A tool of 600 questionnaires were sent to these 32 companies out of which 278 responses were received. For the study only 233 completely filled questionnaires were considered and the rest discarded due to incomplete data*

*The Current study shows that success of team performance on a long term basis depends purely on having transformational leader. Absence of transformational leader and presence of a transactional leader would lead to performance but not to the desired level. Projects will be completed but the level of engagement from the employee would be minimal. Hence, it shows there exist a close correlation between transactional leader and team effectiveness.*

*From the results of the direct influence, it is felt that (HR) managers who aim to generate levels of employee engagement on the long term, and enhance team effectiveness, to offer new programmes and training workshops that improve transformational leadership behaviour*

**KEYWORDS : Transformational Leadership, Transactional Leadership, Team Effectiveness.**

### Introduction:

Globalization of marketplaces, information availability in terms of speed and volume, and increased competitiveness have changed the way organizations function and respond (Katzenbach, 1998). The need for increased flexibility and responsiveness, and the urgent and frenzied pace of product/service development has yielded tasks that prove too complex and time-consuming for individual attention and completion (Katzenbach, 1998; Swezey and Salas, 1992). Because teams can better provide a directed and collaborative effort to address complex task concerns, organizations around the world have significantly increased their dependency on teams (Montoya-Weiss et al., 2001; Salas et al., 1992). Although reliance on teams has increased drastically since the early 1980s, research surrounding team development has not been able to keep pace with the growing need for understanding how teams can achieve more effective performance (Stout et al., 1997; Tannenbaum et al., 1991). Organizations have been expanding and to maintain the same pace they need to survive in the market. A market filled with tough competition. In such a scenario, success comes when we have an effective leader. A leader who is able to reach out his thoughts across the team. The process should be such that they should be able to motivate and transform the employees. This happens when the employee's readiness level is high. If the readiness level is low, then performance would be more of transactional in nature.

Transformational leadership is one of the foremost dominant paradigms within the up to date leadership literature (Judge and Piccolo, 2004). It's allied with many worker outcomes, like well-being (Nielsen et al., 2009), ability (Shin and Chow, 2003) and task performance (Piccolo and Colquitt, 2006). The transformational leadership vogue has been outlined as "the method through that leaders and followers facilitate one another to advance to the next level of morality and motivation" (Burns, 1979, p. 21). Therefore a transformational leader

could be a virtuously mature leader to motivate followers' behaviours and attitudes to come up with higher levels of ethical reasoning in followers (Burns, 1979). However, transformational managers don't influence subordinates' attitudes and behaviours in a very straightforward method. whereas proof recommend varied mediation mechanisms through that transformational leadership have an effect on subordinates (Sivanathan et al., 2004), Avolio et al. (2009) found that the method of influence (or the mechanism) through that transformational managers encourage subordinates required any investigation.

Recently, the correlation between transformational leadership and worker engagement at work has attracted a lot of scholarly attention (Zhu et al., 2009; Salanova et al., 2011). Specifically, Schaufeli and Bakker (2004) refers to engagement as a "constructive, fulfilling, work connected state of mind that's defined by vigour, dedication and absorption" (p. 295). It was observed from the empirical findings from studies on the connection between transformational leadership and work engagement counsel that the mechanism of influence has not been adequately studied (Zhu et al., 2009). These researchers claim that this space ought to be more explored by exploitation "other unmeasured variables that would directly or indirectly influence feelings of labor engagement" (Zhu et al., 2009, p. 612).

One of the more modern abstract articles within the engagement literature (Bakker et al., 2011) argues that the direct relationship between transformational leadership and engagement has totally different completely different intensities underneath different conditions. They claim that such direct influence isn't easy, and might result from serving to workers to understand earning fullness in work (p. 14). that means in work (or significance in work, as per Rosso et al., 2010) has been conceptualized wide within the literature. consistent with Arnold et al. (2007), pregnant work is all concerning "finding a purpose in work that's larger than the external outcome of the work"

(p. 195). It's been expressed within the literature that individuals' primary aim is to be driven to appear for work that's pregnant, in person fulfilling and motivating (Hackman and Oldham, 1976; Chalofsky, 2003). Indeed, this angle is obvious in a number of the previous work on psychological feature theories. As an example, Maslow's Hierarchy of desires indicates that after the lower survival desires that involves psychological, safety and social desires area unit met, people obtain to deal with their higher order desires, that involves progressing from "belonging" to "esteem" to "self-actualization". Experiencing personal that means in work has been shown to relate closely to satisfying these higher order desires. consistent with Chalofsky (2003), once these desires area unit met, people can obtain employment that's additional pregnant and that fulfils their life purpose. Thus, people obtain to expertise pregnant work that maximizes their sense of motivation. Hackman and Oldham (1976) established the interconnection of pregnant work and private motivation, and located that pregnant work – additionally to feedback and autonomy – maximizes the likelihood of intrinsic motivation.

### Literature Review:

#### Transformational leadership

Nicholas Clarke, (2012) have highlighted the literature relating to leadership in projects and limitations with previous research and challenges for research in this area. He found that much of the literature relating to leadership in projects has adopted primarily a style perspective of leadership and the results from a number of studies showing a number of inconsistencies.

Venkat R. Krishnan, (2005) in his study has shown that relationship duration enhances the effect of transformational leadership on follower's terminal value system congruence and identification (cognitive outcomes), but not on attachment and affective commitment (affective outcomes). He found that the positive effect of transformational leadership on the outcomes is enhanced by the duration of relationship between leader and follower in the case of congruence and identification, but not in the case of attachment and affective commitment. According to him Transformational leaders, by spending more time with followers, would be able to change their cognitive framework including value systems and identities. On the other hand, time spent with a follower may not make any difference when it comes to enhancing affective outcomes.

Claire Mason, Mark Griffin, Sharon Parker, (2014) have studied whether leaders whose transformational leadership behavior improves after training exhibit different psychological reactions compared to leaders whose leadership behavior does not improve. They found that Leaders whose self-efficacy, perspective taking and positive affect increased over the training period also reported improvements in their transformational leadership behavior. In addition, leaders whose positive affect increased were more likely to receive improved transformational leadership behavior ratings from their supervisors, team members and peers. According to them Leaders' psychological reactions should be monitored and supported during developmental interventions. Effective leadership training interventions are important not only to achieve change in behavior, but to avoid negative psychological outcomes for leaders.

William Leban, Carol Zulauf (2004) argued that a project manager's transformational leadership style has a positive impact on actual project performance, that emotional intelligence ability contributes to a project manager's transformational leadership style and subsequent actual project performance. Hence it is important to find the impact of emotional intelligence, organisational and transformational leadership on project success from the perception of the team members.

#### Project Success

Ani Birgit Raidén, Andrew R. J. Dainty & Richard H. Neale (2006) found from their research suggested that project priorities often took precedence over the delivery of the strategic intentions of the organization in meeting employees' individual needs. This approach is not sustainable in the long term because of the negative implications that such a policy had in relation to employee stress and staff turnover. It is suggested that a resourcing structure that takes into account the multiple facets of AMO may provide a more effective approach for balancing organisational strategic priorities, operational project requirements and individual employee needs and preferences more

appropriately in the future.

Conal Monaghan, Boris Bizumic, Katherine Reynolds, Michael Smithson, Lynette Johns-Boast & Dirk van Rooy (2014) This paper explores the influence two components of the aggregate personalities of the team members: conscientiousness and agreeableness and self-categorization theory that argues that identifying as team members and the team's performance norms should substantially influence the team's performance. The results emphasize the importance of taking into account personality (particularly conscientiousness), and both team identification and the team's norm of performance, in order to cultivate higher levels of performance in student software engineering project teams.

#### Hypothetical Model:



#### Objective:

1) To study the Impact of Transformational Leadership style of project manager on the project performance in a global virtual project team

#### Hypothesis:

Null Hypothesis: There is no significant relationship between Transformational Leadership and Project Success

Alternate Hypothesis: There is significant relationship between Transformational Leadership and Project Success

#### Scope of the Study

The Scope of the study has been limited to project team members working in project teams in software development centers in MNCS.

#### Methodology:

The aim of this study is to find the impact of the transformational leadership on project success, especially among the software engineers working in the project teams. The scope of the study is pertained to Indian software engineers who are working in global teams in IT industry. The sample of the study constitutes individuals employed in Indian Software Industry. Questionnaires were administered to assess their perception of transformational leadership style of their supervisor and level success of the project.

Appropriate statistical tools were used for data analysis and the results indicate that there exist a significant relation between the transformational leadership style and project success.

#### Research Design

The purpose of this study is to study the impact of transformational leadership on project success. The data were collected from the respondents with the help of a structured questionnaire. The Statistical tools used for the purpose of data analysis are correlation analysis and multiple regression analysis to draw the inference.

#### Measures

To measure the relationship between the variables transformational leadership and project success a structured questionnaire is used to collect the primary data.

Transformational Leadership: The four dimensions of transformational leadership were measured with items from the Multifactor leadership Questionnaire (MLQ Form 5X; Bass and Avolio 1994). Four items were used to measure intellectual stimulation (e.g., "my supervisor seeks different perspectives when solving problems"), inspirational motivation (e.g., "my supervisor articulates a compelling vision of the future"), and individualized consideration (e.g., "my supervisor treats me as an individual rather than just a member of the group"). Eight items were used to measure idealized influence (e.g., "my supervisor instills pride in me for being associated with him/her"). Transformational leadership was measured at the individual level because employees were asked to evaluate their team leader. Hence, in this study, by transformational leader we mean the team leader of the employees.

The transformational leadership measures displayed an alpha coefficient of 0.924, which validates the reliability of the scale.

**Procedure**

For the survey four major IT hubs viz. NCR, Hyderabad, Bangalore and Chennai were selected. For Each IT hub 8 companies were selected making 32 companies in total. A tool of 600 questionnaires were sent to these 32 companies out of which 278 responses were received. For the study only 233 completely filled questionnaires were considered and the rest discarded due to incomplete data. The data collected were then sorted and was set for further analysis by using SPSS 20.0.

**Analysis:**

**Test of Reliability:** For thereliability analysis Cronbach's alpha coefficient is widely used as a measurement value which describes how the data is close to normal distribution. A Cronbach's alpha value of 0.6 and above normally considered as effective reliability for judging a scale. In this study Cronbach's alpha value is .936 for the variables used for this study which demonstrated high reliability.

**Relation between Transformational leadership and Team Success:**

Correlations			
	TL	TS	
TL	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	223	223
TS	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	223	223

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation:**

H0: There is no significant relationship between Transformational leadership and Team Success

H1: There is a significant relation between Transformational leadership and Team Success

The correlation between Transformational leadership and Team Success is  $r = .872$  and the significant value is  $.000$ . This indicates that Transformational leadership and Team Success are not independent of each other. Here the value of  $r$  is  $.872$  so it is considered to a strong correlation. Therefore the null hypothesis is rejected and alternate hypothesis is accepted and indicates that there is a significant relation between Transformational leadership style and project success

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 <sup>a</sup>	.760	.759	1.26365

a. Predictors: (Constant), TL

R is the correlation, its value is  $.872$  and R square is degree of determination, its value is  $.760$ . The degree of determination show the extent to which emotional intelligence influences the project success. Here the project success is determined to an extent of 76 % by Transformational Leadership style.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1115.584	1	1115.584	609.627	.000 <sup>a</sup>
	Residual	352.896	221	1.597		
	Total	1468.482	222			

a. Dependent Variable: PS

b. Predictors: (Constant), TL

ANOVA table shows that the significant value is less than 0.01, which mean the dependent variable that is project success is significantly predicted by the independent variables namely Transformational Leadership at 99 % confidence level

**Discussion:**

From the results of the direct influence, it is felt that (HR) managers who aim to generate levels of employee engagement on the long term, and enhance team effectiveness, to offer new programmes and training workshops that improve transformational leadership behaviours (Nielsen and Cleal, 2011).

It is observed that these programmes, in turn, can address employees' needs and interests thus helping to reduce the financial losses mentioned earlier from lack of engagement. Although this study highlighted the mediating role of meaning in work between transformational leadership and work engagement, previous studies (e.g. Saks, 2006) have found that employee engagement mediates the relationship between different antecedents and job satisfaction, organizational commitment and intentions to quit all of which are considered as motivators to limit financial losses.

The results of mediation indicate that by training managers on transformational leadership style and how to deal with different working conditions at different levels in the organization, meaning in work is likely to be enhanced whilst reducing the percentage of disengaged employees. Previous studies have confirmed that transformational leadership behaviours can be trained and learned (Barling et al., 1996; Nielsena and Munir, 2009). These interventions could involve designing work tasks to make it more meaningful to align with employees' perceptions and interests. Moreover, by having the ability to design work with different resources such as socio emotional, physical and economic resources, the employees perceive consistency

An additional implication of the proposed model involves the structure of the team and development of team members. Specifically, consider how team structure may affect who receives transformational leadership training. For example, in a hierarchically based team where the leader is expected to exhibit transformational behaviors, transformational leadership training may be indicated for team leaders only. However, in self-led teams where all team members assume leadership roles at times, transformational leadership training may be indicated for all members of a team. Obviously, the training budget and lost productivity while attending training is potentially significantly increased for self-led team leadership training. Moreover, the timing of a transformational leadership training program may be crucial as well. Several team training and team performance scholars highlighted the importance of teamwork processes being developed early in the team's life cycle. Therefore, transformational leadership training may be indicated early in a team's tenure, since this type of leader behavior may serve to promote improved teamwork process and further cement team goals and strategies.

**Conclusion**

Team effectiveness is for sure since its members are closely net and chosen consulting each others. However, in the current scenario, due to shortage of skills, members are posted into various teams, where by the autonomy of the team leaders are lost.

The Current study shows that success of team performance on a long term basis depends purely on having transformational leader. Absence of transformational leader and presence of a transactional leader would lead to performance but not to the desired level. Projects will be completed but the level of engagement from the employee would be minimal. Hence, it shows there exist a close correlation between transactional leader and team effectiveness.

Transformational leadership theory provides one way to enhance our understanding of team performance. Although the integration of transformational leadership theory into team performance and development is somewhat complex, we can be encouraged in this effort by a large payoff – there are many examples of how transformational leadership has promoted performance beyond expectations (Avolio and ammarino, 2002; Bass, 1985).

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