



TRANSFORMATIONAL LEADERSHIP - AN APPROACH TO SUCCESSFUL ORGANISATION.

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ABSTRACT

Every organisation wants to be a successful organisation always. In order to achieve continuous success, the organisation needs a different approach and strategy to out-stand the traditional way of leadership. The new approach is to transform not only the organisation but also the employees of an organisation to a new era of continuous success. This study takes an initiative to identify the role of Transformational Leader on the basis of his/her characteristics to explore the relationship between Transformational Leadership and successful organisation.

KEYWORDS : Leadership, Transformational Leadership, Characteristics of Transformational Leader, Transformational Leadership Behaviour, Successful Organisation, Characteristics of a Successful Organisation.

Introduction: Leadership:

Leadership is the ability to inspire or influence others towards the leader's goal or organisational goal. A leader is a person who makes all his team members to realise their duty and responsibility. According to B.M. Bass(1990), Leadership has been defined in terms of group processes, personality, compliance, particular behaviours, persuasion, power, goal achievement, interaction, role differentiation, initiation of structure and combinations of two or more of these. According to Sherman, Leadership seems to be a matter of aligning people toward common goals and empowering them to take the actions needed to reach them.

The Concept of leadership was examined based on the three important historical studies like The IOWA Leadership Studies, The OHIO State Leadership Studies and The Early Michigan Leadership Studies.

Based on the above studies Traditional theories like Trait, Group, Contingency, Path-Goal emerged. The Modern theories like Charismatic, Transformational, Social Learning and Substitutes theory emphasize the characteristics and style followed by various leaders.

According to Transformational Leadership theory, Transformational Leadership is based more on Leaders shifting the values, beliefs and needs of their followers. Transformational Leadership through policies of recruitment, selection, promotion, training and development will pay off in the health, well-being and effective performance of today's organisations.

Transformational Leader:

Transformational leader is a leader who brings change or transforms the thinking and outlook of the general mass. It is a style of leadership where a leader works with subordinates to identify needed change, creating vision to guide the change through inspiration and executing the change in tandem with committed members of a group.

Characteristics of a Transformational Leader:

1. The leader identify himself as change agent.
2. The leader will be courageous.
3. They believe in people.
4. They are value driven.
5. They are life long learners.
6. The leader understands the dreams of others.
7. The leader plays different roles.
8. The leader takes responsibility for the success of both organisation and the followers.

9. The leader makes people to understand that organisational vision is more important than individual vision.
10. The followers of such leaders will try to take him/her as a role model.
11. Such leaders will always try to make his/her followers to grow like him/her and will transform the followers bigger than him/her.
12. These leaders never blow trumpet about themselves, will always remain humble.
13. The leader will be gentle and be like a butter in nature.
14. The leader becomes like a diamond when situation demands.
15. The leader transforms the life of his/her followers.

Transformational Leadership Behaviours :

There are four factors to transformational leadership, (also known as the four "I's"): idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

Successful Organisations :

Every organisation thrives to be successful and sustain in the market. There are seven main characteristics of a successful organisation.

The Seven Characteristics of Successful Organisations:

1. Purpose Driven:

Employees with a purpose in their work reported 1.7 times higher job satisfaction and were 1.4 times more engaged at work, fuelling the highest level of performance.

2. Effective Communication:

An effective communication generally get work done more efficiently as instructions are delivered in a clear and concise manner. It also builds trust and encourages the exchange of ideas.

3. Valuing Feedback:

Organisations that value feedback let their employee's voices and opinions be heard, leading to company improvements and an increase in retention rate.

4. People-Oriented:

The people oriented organisation prioritise its employees by recognising all their efforts, making employees feel appreciated and have a good sense of belonging to work.

5. Team-Oriented:

A team-oriented environment allows employees to easily help each other when needed as they have higher understanding of each other's functions.

6. Inspiring Innovation:

Innovative companies have a growth rate 16% higher than the least innovative; an organisational culture that inspires innovation is always ahead of the competition.

7. Embracing diversity:

Embracing diversity actually helps employees to foster compassion and develop deeper understanding towards different set of opinions from people with diverse skills, preventing anyone from being alienated.

Source: The Energy project Breakthrough innovation and Growth Report by PWC. September 2013

Need and Importance of the Study:

A successful organisation requires a transformational leader who has skills, talent, competencies and adequate knowledge. It is also important to know, the relation of organizational success to the transformational leadership competencies and practices. While discussing the transformational leadership competencies authors admit that organizational success is a process in which a most desirable and suitable future form of an organization is perceived and route map is decided to get a new shape. Therefore a visionary leadership with innovative approach is a key to make the organisation successful. According to Bennis, vision is a mental image of a desirable future, so it is important that this future is perceived accurately, which needs a visionary leadership (Bennis & Nanus, 1985). Scholars also highlight that the innovative approach of a transformational leader can increase the chances of success for a leader to achieve organisation's vision. Under the light of scientific articles and journals it can be seen that vision, innovative approach, courage, trust, value driven, continuous learning, are important characteristics of a transformational leadership which can make him/her more effective to the success of organization.

The role of transformational leadership is well investigated on the basis of its competences and characteristics to address different organizational issue. Many leadership theories and leadership styles are presented by the scholars to handle and manage different organizational situations. Defining and discussing different characteristics of leadership authors also mention that some of these characteristics are more important, which a leadership should have to address the phenomena to organizational success, but the relationship between the established practices adopted by the transformational leader and organizational success is not much investigated. Sensing the gap, we take an initiative to investigate the role of transformational leadership on the basis of his/her characteristics to explore relationship between transformational leadership and the successful organization.

On the basis of literature review, case studies and proposed model, we will see in this study that how the various practices of a transformational leader is related to successful organization.

Conclusion:

All organisations agree on the fact that continuous adaptation and learning process is the only method to sustain success but very few organisations realise that development of Transformational Leadership style in the organisation is the best way to keep the organisation successful. This research has tried to find out a solution to this perennial problem of selected organisations. The research output helps in prioritising the factors to be focused to make the organisation a Successful Organisation.

Every organisation wants to grow up and become a successful organisation, but it should have competitiveness to compete and opportunities in the market, these two are the main aspects. Leading an organisation in extremely volatile market is tough job in itself. Too many organisation, be it small or big, irrespective of the nature of organisation, has to face the severity and volatility of the market. In this extremely volatile market condition every organisation requires an eminent and effective person to make the

organisation to withstand any kind of extremities. Since, this study will try to understand the nature and characteristics of transformation leadership and their adapted practices for the success of the organisation.

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