

Transformational Leadership Model & Its Philosophical Applications

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ABSTRACT- It is the process through which a leader, by virtue of a strong emotional connection with his or her supporters & a shared commitment to a larger moral purpose, enables community or organizational achievement that exceeds expectations. It is purpose of this study to investigate origins & development of phrase transformational headship. An investigation of many indicators & assessment techniques that have created to better understand how transformational headship is implemented & how it might be produced & then executed. This article provides a thorough overview of broad variety of settings in which transformational headship has experimentally examined, along with a complete evaluation of most widely researched theoretical connections that have statistically assessed. A discussion of some of difficulties that have levelled at transformational headship, along with how domain might be enhanced more efficiently.

KEYWORDS- Culture, Development, Headship, Transformation Leader, Transformational Headship.

1. INTRODUCTION

Twenty years have passed since Burns released his seminal book in which he introduced concepts of transformational & transactional headship. Unlike transformational leaders, who build their supporters confidence, inspiration, & ideals, transactional leaders are more concerned with their supporter's immediate self-interests. Transformation leader stresses what you can do for your nation; transaction leader emphasizes what your country can do for you. Transformation leader & transaction leader are complementary. Usefulness of distinction has supported by a substantial quantity of scientific study performed since then. Because of alterations in marketplace & workforce over last two decades, it has become necessary for leaders to become more transformational & less transactional if they are to stay successful. Leading by example, by converting them into actively engaged people & teams based on quality, service, cost-effectiveness, & quantity of production performance, leaders were able to motivate & inspire their subordinates & employees. Because of end of Cold War, employees, teams, & organizations had to be more adaptable than before. For others who were less competent, jobs were either mechanized out of existence or redirected to other world [1].

Better education & preparation were required for those positions that were eliminated. Accountability has shifted downward in increasingly flattened corporate structure. Technical teams that are well-educated have grown more popular. Professionals have progressively begun to consider themselves as peers, rather than as members of preferred connections, as time has passed. For supporters to be satisfied in their jobs, transformational headship that promotes uniqueness & challenging work has become more important. For whole of one's professional life, notions of employment security & organizational loyalty were absent. For those who achieve meritorious achievement, steady salary, stable insurance, & lifelong work are no longer guaranteed. Providing work happiness & transactional headship at same time is not possible with transactional headship alone. Parents in United States believed that most important thing they could do for their children was to teach them to respect authority, to respect church, to respect one's government, & to refrain from questioning authority. Parents nowadays feel that most important thing they can do for their children is to educate them to accept responsibility for their own actions, to be willing & confident in embracing challenges, & to question authority when it is appropriate. It was conforming organizational worker of 1950s who did not question control since he was fully dedicated to company's success[2].

In 1990s, traditions of unquestioning conformity that had prevailed since 1950s were supplanted by a great degree of skepticism & civism. In 1950s, going above & beyond one's own self-interests for sake of organization was considered a norm of organizational worker. So, endorsement of organizational goals, which were very certainly filled with private misgivings, was made public & stated. There may have a great degree of proven identification with goals of group, along with idealization of ideals of organization, among participants. For individuals in today's gloomier environment, this involves aligning their wants & values with needs & beliefs of group as a whole, along with going beyond their own self-interests for sake of organization. It is necessary for employees to have faith in their leaders in order for them to be able to identify with organization & internalize its ideals, along with for them to develop transcendental organizational citizenship behavior (altruism, conscientiousness, sportsmanship, courtesy, & civic virtues). It is necessary for this to occur to have transformational headship & to make associated alterations

in areas of selection, training, development, & organizational policy[3].

A. Introduction to Transformational Headship & Its Development

Although James Downton originated phrase "transformational headship" in a 1973 article on rebel headship, it was James MacGregor Burns, in his classic examination of political headship in 1978 book simply named *Headship*, who brought concept to a wider audience & popular culture[4]. Burns distinguished between 'transactional headship,' which he suggested was way most politicians led their supporters on basis of mutual interaction leading to fulfilment of self-interests of both leader & supporters, & 'transformational headship,' which he suggested was way most politicians led their supporters on basis of mutual interaction leading to fulfilment of self-interests of both leader & supporters. Alteration agents such as transformational leaders have an impact on & are affected by their supporters ascent to higher levels of drive & morality[5]. Not only do they lead, but they also help to develop future leaders. Their significance is measured by amount of real societal alteration that has occurred as a consequence of their headship, rather than by number of newspaper articles that have written about them. Following this significant difference, industrial psychologist expanded on it & elevated it to forefront of agenda for both headship scholars & practitioners[6].

The Full Range Headship (FRL) model is comprised of nine elements, first of which is comprised of four variables. Transformative headship elements in this paradigm are idealized influence (both ascribed & behavioral), inspiring motivation, intellectual stimulation, & personalized attention. Contingency compensation & management-by-exception are two types of transactional variables that fall under second category (both active & passive)[7]. Finally, lack of headship shown by laissez-faire headship aspect indicates that headship is lacking (i.e., a non-transaction). Transformational leaders, who concentrate on transformational leader factors, become role models that supporters desire to connect with & emulate because they have idealized authority. Known for their exceptional abilities, perseverance, & drive, these leaders are liked, respected, & trusted by their supporters. Charismatic leaders are those that exude these characteristics & are admired by others. Inspired encouragement is created by leaders who present a compelling image of future condition of their supporters & give momentum necessary to accomplish that vision via arousal of team spirit. Meaning, complexity, clearly stated objectives, & a willingness to establish goals are all characteristics of such leaders[8]. Leaders that show intellectual stimulation encourage supporters to be creative & inventive in finding new solutions to old issues, along with to examine old ideas on a regular basis to see if they are still valid. Finally, leaders who are regarded individually examine each supporters as a person & take their unique needs, skills, & aspirations into consideration when making decisions. In addition to assisting people in developing their talents, they spend time coaching & guiding individuals[9].

Leaders should use both transformational & transactional styles of headship in order to achieve their goals.

Transactional headship necessitates a two-way street in which leader gets rewards in exaltation for his or her supporters loyalty & accomplishments & gives rewards in return[10]. Contracts, employment agreements, frameworks for performance management, & service-led agreements are some of most common types of transactions that take place. Importance of increasing effect of transformational headship above & beyond impact of transactional headship is important since it indicates a shift in organizational culture. Indeed, distinction drawn between transactional headship & transformational headship, along with critical role played by transformational headship in achieving optimal efficiency, is reminiscent of widely debated distinction drawn between management & headship[11].

B. Establishing Organization Culture

Organizational cultures are mostly result of entrepreneurial vision of its founders. Success or failure of an organization is determined by applicability of basic ideals of founder to possibilities & limitations that organization faces at time of formation. Some agency founders create cultures that must be managed by others after they have founded company. In 1980s, three-fourths of CEOs of fastest-growing companies in United States were founders of their companies, & 83 percent had no intention of leaving their positions[12]. They remained at helm of their respective organizations until their deaths. It is critical for senior management of a business to communicate required alterations in company's culture in order to achieve desired results. message may be one of a vision that necessitates kind of headship that organization should be known for in intents & actions of its members, for example[13].

An organization that wants to fully benefit from collective wisdom of its members may choose to highlight "consultative" style of headship as a key characteristic. Alterations are implemented in organization's daily operations to ensure that message is understood[14]. Desired headship role models begin at top of hierarchy & are promoted down through ranks at each subsequent level. Activities of company's top executives serve as indications of company's new corporate strategy. A story is created around leader, & procedures are put in place to improve upward communication. Leading organizations through transformational alteration will seek to create cultures that are inviting & favorable to creativity, problem solving, risk taking, & experimentation, among other activities[15]. First & foremost, there is a visual representation of intended alterations. Following that, necessary alterations are implemented & broadly disseminated across company in terms of organizational structure, processes, & practices[16].

Afterwards, contemporary role models & behavioral models are created & refined in order to become symbols of "new society." When trying to make cultural alterations in a company, leaders should first examine & respect past, turning to it for direction, teaching, & acknowledgment of previous goals, beliefs, & techniques that still need to be maintained. Scholars discovered that in order to achieve long-term goals & values, leaders must take into account & respect "interlinking of stability & alteration[17]."

Promotions should be made in order to guarantee that these older values endure despite inevitable alterations. Hopefully, principles of trusting & loving one's fellow man will stand test of time. It may be essential to hold ritual rituals in order to express grief at passing of "traditional ways of doing things[18]." A symbolic gesture through which business establishes a clean break with its past will have a significant impact on its culture. At end of day, improvements may be made by reinforcing previously tried & successful creative efforts that are aligned with organization's present purpose or vision. It is a dubious assumption at best, & at worst, it serves as basis for organizational obsolescence, to believe that vision of company's culture's originator will endure in perpetuity is to place faith in a vision that will not be realized[19]. When it was necessary, really outstanding founders of companies built ability to question even their own principles, assumptions, & ideals into their organizational cultures, & to alteration them as needed[20].

C. Idea of Transformational Headship

Producing high-performance employees has become more important, & in order to do so, business leaders must be able to motivate organizational members to go above & beyond their mission requirements. As a consequence, new headship theories & practices have emerged, one of which is transformational headship[21].

Transformational headship may be found at all levels of an organization: teams, departments, divisions, & company as a whole are all examples of transformational headship. Leaders who are visionary, inspirational, daring, risk-takers, & intelligent thinkers are examples of this kind of person. They have a magnetic pull that draws people to them. However, charisma alone is inadequate to bring about alteration in an organization's operations[22]. Transformational leaders must demonstrate four characteristics listed below in order to effect significant alteration (figure 1):

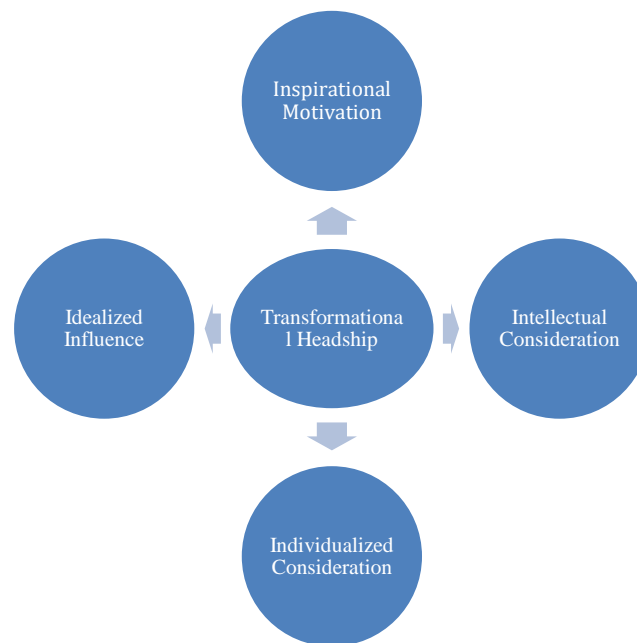


Figure 1: Illustrates characteristics of Transformational Headship.

- **Inspirational Motivation:** cornerstone of transformational headship is promotion of a clear vision, purpose, & set of values for members to follow. Their vision is so powerful that they know exactly what they want from very first meeting. Transformational leaders motivate & push their supporters by instilling a feeling of purpose & challenge in them. They work hard & with a positive attitude in order to foster a spirit of collaboration & involvement among students[23].
- **Stimulation of Intellectual Process:** These monarchs instill in their subjects a sense of imagination & inventiveness. They are receptive to fresh ideas from their supporters & never publicly criticize them for mistakes they have made in their own lives. Leaders' attention is focused on "what" of problems rather than on accusing element of them. If it is determined to be unsuccessful, they have no qualms about abandoning an old method that they established[24].
- **Influence with a rosy outlook:** They subscribe to idea that a leader can only have an impact on supporters if

he demonstrates his or her commitment to cause. Leaders act as role models for their supporters, who want to be like them. Such leaders often earn trust & admiration of their supporters as a result of their actions. Typically, they put interests of their supporters above their own, forego their own personal advantages in order to serve them, & adhere to high ethical standards. Employment of influence by these leaders is intended to motivate them to contribute to achievement of organization's common goals.

- Individualized Care & Attention: Leaders act as mentors to subordinates, praising them when they demonstrate innovation & originality. Supporters are regarded in a variety of ways depending on their abilities & expertise. They are encouraged to make choices & are always provided with necessary assistance to see their decisions through to completion.

2. DISCUSSION

According to scholars, process of becoming a leader may take place in one of two ways. It is either transactional or transformative in nature. Researchers found that transactional headship is characterized by two elements: contingent compensation & management-by-exception. These two factors are contingent compensation & management-by-exception, respectively. In a conversation with subordinates, an effective transactional leader stresses provision of rewards if subordinates meet predetermined performance standards (performance criteria, contingent reward). This style of headship places a strong emphasis on clarity of priorities, work objectives, responsibilities, & available equipment. As long as expectations are fulfilled, transaction's less engaged boss (also known as "management-by-exception") is able to avoid disciplinary action. transformation leader differs from transaction leader in that transformation leader tries to elevate demand of supporters in alignment with objectives & goals of leader[25].

The transactional leader focuses on preserving status quo by meeting psychological & material demand of supporters that have already met. Transformative management is characterized by three characteristics: (1) charisma, (2) personalized attention, & (3) intellectual stimulation. Transformational headship is essential to process of alteration, & charismatic headship accounts for greatest proportion of common variation in evaluations of transformational headship. Leaders who are charismatic inspire supporters to emulate them; supporters place a great deal of confidence & trust in leader's vision & ideas, & supporters often develop deep emotional attachments to their charismatic leaders. Bass model of transforming headship differs from earlier

conceptualizations of charismatic headship in that it incorporates two additional headship considerations: individualized consideration & intellectual stimulation. Individualized consideration is a consideration that Bass (1985) [26] model of transforming headship incorporates. Individual attention to individual subordinate, understanding & expressing interests & developmental requirements of subordinate, & individually dealing with each subordinate are all characteristics of transformational leaders.

Moreover, personalized attention reflects an endeavor on part of leaders to not only recognize & fulfil current requirements of subordinates, but also to awaken & elevate those demand in an effort to help their subordinates develop in long run. Often, intellectual stimulation of subordinates' ideas & ideals is required for transformational headship to take place in addition to charisma & personalized attention of subordinates. Subordinates may learn about old problems in new ways as a result of alteration of their leaders as a result of intellectual stimulation. Supporters are urged to question their own beliefs & values, along with principles & values of their leaders, if at all feasible, in order to determine if they are outdated or inadequate to meet current problems that their organizations are experiencing. As a consequence of being intellectually stimulated by their leader, supporters develop their own skills to tackle future issues that leader could not have anticipated. Supporters learn how to repair & solve problems on their own time.

The transactional management style was originally described in 1947 by Max Weber, & then again in 1981 by Bernard Bass, both of whom were influential in field. Administrators are ones who use this approach most often. It focuses on fundamental management processes of managing, organizing, & short-term planning, which are foundation of every organization. Headship figures like McCarthy & de Gaulle are well-known examples of those who have used transactional approach. Transactional management is primarily concerned with enticing & directing supporters by appealing to their own self-interested interests. In company, authority of transactional leaders is derived from their formal power & responsibility. Main goal of a supporters is to carry out instructions of leader. A 'telling style' is another term that may be used to describe manner of writing. Leader believes in a system of incentives & punishments to motivate & inspire his or her supporters. An incentive is given when a subordinate performs as anticipated, & if subordinate does not follow leader's instructions, an unpleasant consequence is meted out. Inter alteration between leader & supporters takes place in this setting in order to accomplish regular success goals.

Transactional representatives place an excessive emphasis on detailed & short-term objectives, along with on common norms & procedures. make no effort to arouse imagination & generate fresh thoughts in minds of those who listen to them. It is possible to succeed with this style of headship when organizational problems are straightforward & easily recognized. It is preference of leaders not to recognize or reward ideas that do not fit with their existing strategy & objectives. Transactional leaders have shown to be very effective in directing efficiency choices that are targeted at lowering costs & increasing productivity in workplace. In contrast to emotional leaders, transactional leaders are known for being extremely directed & action-oriented, & their interaction with supporters is more transient than emotional. According to idea, basic incentives would motivate subordinates to do their best. Only 'transaction' that takes place between leader & supporters is cash those supporters get in exaltation for their loyalty & work.

3. CONCLUSION

When it comes to achieving one's full potential as a leader, transactional style of headship is seen as insufficient, but not necessarily bad. It serves as basis for more mature relationships, but leaders must be careful not to rely entirely on it for their interactions; otherwise, an environment saturated by position, influence, advantages, & politics may emerge. Furthermore, this article offers a framework for analyzing corporate cultures that are similar to factors that have linked with a broad range of headship actions. For example, transactional &, to a certain extent, non-headship may be revolutionary. Their measure to determine organizational culture serves as an assessment tool for evaluating culture of an organization in terms of culture of organization in which it operates. Internally in society, headship & its effects may be found in a variety of community groups that are examining parallels & differences between management, corporate culture, & advancement. Based on prior research, authors predict that more revolutionary cultures will emerge in future, providing foundation for more productive organizational outcomes.

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