TRANSFORMATIONAL LEADERSHIP: AN EMPIRICAL STUDY OF EMPLOYEES WORKING IN DIFFERENT IT COMPANIES

Dr.Y.Venkateswara Rao
Professor, Department of Management Studies
Mallareddy Engineering College For Women, Secunderabad

G.Srirekha
Assistant Professor, Department of Management Studies
Mallareddy Engineering College For Women, Secunderabad

Abstract

To understand the factors with which these leaders exert influence on team members and measuring the team members satisfaction with regard to their respective team Leader. Sampling method used for this study is convenient sample. One of the newest and most encompassing approaches to leadership, transformational leadership is concerned with the process of how certain leaders are able to inspire followers to accomplish great things. Transformational leadership emerged from and it is rooted in the writings of scholars such as burns (1978). In this report I found that there are several positive features of the transformational approach, including that it is a current model that has received a lot of attention by researchers, it has strong intuitive appeal and kit places strong emphasis on morals and values. Today's information and knowledge society requires new leaders who can confront a reality based on knowledge and foster innovation to achieve improvements in organizational performance. However, organizations sometimes fail to achieve sustainable competitive advantage due to their limited understanding of the relationships between these strategic variables. To date, very little research has analyzed the direct and indirect relationships between these variables. Our study seeks to fill this research gap by analyzing theoretically and empirically how the leader's perceptions of different intermediate strategic variables related to knowledge (knowledge slack, absorptive capacity, tacitness, organizational learning) and innovation influence the relation between transformational leadership and organizational performance. Based on the literature, we develop a theoretical model that shows the interrelations between these variables.

Keywords: Leaders, Transformational Leadership, Organizational performance

Introduction

Transformational leadership influences the fundamental attitudes and assumptions of an organization's members, creating a common mentality to attain the firm's goals. This leadership style usually generates higher performance than transactional leadership. Although evidence shows that the transformational leader exercises a substantial influence on performance, understanding of the processes through which he or she exerts this influence is still limited and largely speculative. Few studies trace the causal path of the effects of transformational leadership on performance systematically by examining the intermediate influence of leaders' perceptions of different strategic variables related to knowledge and innovation. In today's information society, the management of knowledge and innovation are key processes that enable us to create, exploit, renew and apply knowledge flows in new ways to create the essential competences for improvement of organizational performance.

From this perspective, the transformational leader should manage an organization understood as a 'system based on knowledge, a system through which circulate information and basic knowledge (explicit and tacit), knowledge acquired from the outside (absorptive

capacity), or existing knowledge in the organization (knowledge used and knowledge slack). This circulation of knowledge creates a knowledge flow that, through various processes of transformation (organizational learning), creates new knowledge which, when applied (innovation), generates essential competences for the firm'. It is not the members' knowledge in itself that is strategically vital, but the presence of good leadership to enable the organization to integrate, share and use this knowledge innovatively.

If we analyze this understanding of the organization in depth, we see that *basic explicit and tacit knowledge circulates* in the organization. The degree of tacitness is especially strategic, as tacit knowledge is difficult to express, formalize or share, making it much harder for competitors to copy than explicit knowledge. Tacit knowledge is crucial to managers' mental models, which determine how managers understand cause–effect connections, give meaning to events and make decisions. Yet tacitness as a theoretical concept has received little empirical attention.

Organizational knowledge is *acquired from the outside* through *absorptive capacity*. It is the firm's ability to observe the value of new knowledge, assimilate it, and apply it to commercial ends. This dynamic capability influences the firm's ability to create and deploy the knowledge required to build other organizational capabilities (organizational learning, innovation) that give the firm a base from which to achieve superior performance). Organizational knowledge also exists *inside*the firm, whether currently in use or awaiting a production need. *Knowledge slack* is essential for creating, sharing and exploiting new knowledge. Drawing on, we define knowledge slack as the pool of knowledge resources in a firm in excess of the minimum necessary to produce a given level of organizational output. Slack facilitates freedom to develop research or projects that may not generate tangible outputs in the short term but that may provide the knowledge base for future success.

From the second part of the definition above, we see that organizational learning enables development of new skills and knowledge, increasing the organization's capacity to carry out effective actions and improvements in organizational performance (**Senge, 1990**). Innovation has been defined as a new idea, method or device, the act of creating a new product, service or process. Although firm innovation is widely prescribed as a means to improving organizational performance, many firms do not or cannot develop it properly. Researchers have urged attention to what enables firms to innovate. Several studies link 'transformational leadership' to innovation. Leaders' perceptions of these strategic variables are crucial to stimulating organizational performance. They play a major role in informing and molding these variables by determining the types of behavior expected and supported. Leaders tend to form simplified internal cognitive representations and use these mental models to focus on variables they judge to be critical. They make decisions and measure their performance based on these variables.

Definition

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the

followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

Development of Concepts

1. Individualized Consideration

The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self development and have intrinsic motivation for their tasks.

2. Intellectual Stimulation

The degree, to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.

3. Inspirational Motivation

The degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities.

4. Idealized Influence

Provides a role model for high ethical behavior, instills pride, gains respect and trust. As a development tool, transformational leadership has spread already in all sectors of western societies, including governmental organizations. As an example, the Finnish Defense Forces is using widely Deep Lead© Model as basic solution of its leadership training and development. The Deep Lead© Model is based on the theory of transformational leadership.

Methodology

The objectives of this Study

- To measure the leadership qualities of team leaders employees working in a IT companies
- To understand the factors with which these employees exert influence on team members of every organization
- To measure the team members satisfaction with regard to their respective team leader or respective of peer group and top level employee

Scope

The scope of this study is limited to team leaders working for software companies located in Hyderabad and Secunderabad.

Sample List

For the purpose of this a sample list was prepared in consultation with faculty members and people working in the IT industry. Companies in the sample list consist: Wipro TCS, Infosys, V SOURCE, InfoTech etc.,

Sample Method

Sampling method used for this study is convenient sample. A request letter was sent to all the companies listed in the sample list. However, with reference I received acceptance form few software companies. Hence questionnaires were administered based on the all employees in different software companies.

Sample Size

In all 150 questionnaires were administered to the employees in every organization and team leaders working in all companies. Questionnaire was given to the employees at all levels and Team leaders and I asked them to fill the questionnaire. As per the instructions of the all companies HR managers with different companies collection box was kept in the premises of the all areas of the companies to enable the employees and team leaders to drop the questionnaires. After three days I personally went to all the companies to collect the questionnaires. Of the 150 questionnaires, 129 were returned. These questionnaires were removed from further analysis. Finally, 94 questionnaires were found usable with usable response rate of (63%)

Data Analysis and Interpretation

I Make Others Feel Good to be Around me

		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	6	26.09	9	33.33	6	28.57	3	33.33	2	14.29	26	27.66
	Female	3	13.04	9	33.33	4	19.05	1	11.11	2	14.29	19	20.21
P.Graduate	Male	8	34.78	6	22.22	7	33.33	1	11.11	4	28.57	26	27.66
	Female	3	13.04	1	3.70	1	4.76	2	22.22	5	35.71	12	12.77
Professionals	Male	2	8.70	1	3.70	2	9.52	1	11.11	1	7014	7	7.44

Female	1	4.35	1	3.70	1	4.76	1	11.11	0	0.00	4	4.26
	23	100.00	27	100.00	21	100.00	9	100.00	14	100.00	94	100.00
Total	23		27		21		9		14		94	100.00
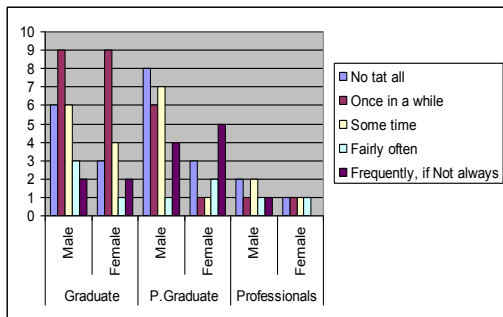
From the above table it is evident that most o f male and female in graduates are providing Feel good environment for their employee once in awhile. Among all of them graduates reasonable providing fairly good situation and professional females are not at all making feel good around their employee.

I Express with a Few Simple Words What We could and Should do

		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	8	32.00	9	39.13	4	23.53	3	23.08	2	12.50	26	27.66
	Female	3	12.00	6	26.09	4	23.53	4	30.77	2	12.50	19	20.21
P.Graduate	Male	8	32.00	5	21.74	6	35.29	3	23.08	4	25.00	26	27.66
	Female	3	12.00	1	4.35	1	5.88	2	15.38	5	31.25	12	12.77
Professionals	Male	2	8.00	1	4.35	2	11.76	1	7.69	1	6.25	7	7.44
	Female	1	4.00	1	4.35	0	0.00	0	0.00	2	12.50	4	4.26
													100.00
Total		25	100.00	23	100.00	17	100.00	13	100.00	16	100.00	94	100.00
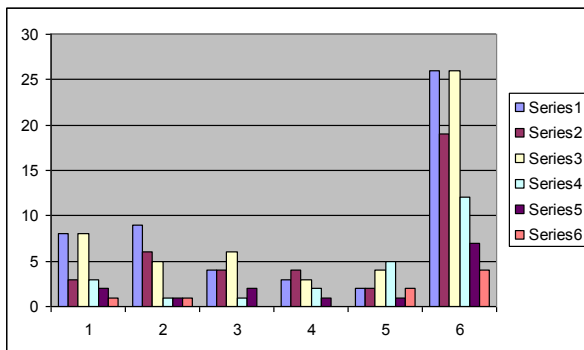
From the above table it is apparent that the most of male and female in graduates are express their words about work have do once in awhile. Among all of them graduates reasonably express few simple words about their work and professional females are having least to express words in simple.

Demographic Information

Qualification		Graduates	%	Post Graduates	%	Professionals	%	Total	%	Total	%
< 20	Male	8	17.78	6	15.79	1	9.09	15	15.96		
	Female	4	8.89	3	7.89	1	9.09	8	8.51	23	24.4
20 – 25	Male	7	15.56	10	26.32	1	9.09	18	19.15		
	Female	5	11.11	2	5.26	2	18.18	9	9.57	27	28.7
25 – 30	Male	6	13.33	7	18.42	2	18.18	15	15.96		
	Female	4	8.89	2	5.26	0	0.00	6	6.38	21	22.3
30 – 35	Male	2	4.44	2	5.26	1	9.09	5	5.32		
	Female	3	6.67	1	2.63	0	0.00	4	4.26	9	9.5

>35	Male	3	6.67	1	2.63	2	18.18	6	6.38		
	Female	3	6.67	4	10.53	1	9.09	8	8.51	14	14.8
Total		45	100.00	38	100.00	11	100.00	94	100.00	94	100.00

I Help Others Develop Them Selves.

		Not at all		Once in a while		Some time		Fairly often		Frequently, if not always			
			%		%		%		%		%	Total	%
Graduate	Male	8	30.77	9	37.50	4	25.00	3	20.00	2	15.38	26	27.66
	Female	2	7.69	6	25.00	5	31.25	4	26.27	2	15.38	19	20.21
P.Graduate	Male	9	34.62	6	25.00	3	18.75	6	40.00	2	15.38	26	27.66
	Female	4	15.38	2	8.33	1	6.25	2	13.33	3	23.08	12	12.77
Professionals	Male	2	7.69	0	0.00	2	12.50	0	0.00	3	23.08	7	7.44
	Female	1	3.85	1	4.17	1	6.25	0	0.00	1	7.69	4	4.26
													100.00
Total		26	100.00	24	100.00	16	100.00	15	100.00	13	100.00	94	100.00
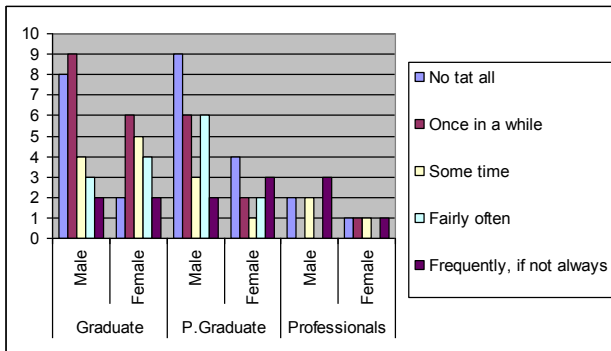
From the above table most of male graduates once in a while help their co – worker the most of female p. g holders are not helping their co-worker once in awhile. Among all of them graduates reasonably helping his co-worker and professional females are not at all helping to their employee.

## I Tell Others What to do if They Want to be Rewarded for their Work

		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	8	29.63	9	50.00	4	20.00	3	16.67	2	18.18	26	27.66
	Female	3	11.11	2	11.11	8	40.00	4	22.22	2	18.18	19	20.2
P.Graduate	Male	9	33.33	5	27.78	3	15.00	7	38.89	2	18.18	26	27.66
	Female	4	14.81	1	5.56	2	10.00	4	22.22	1	9.09	12	12.77
Professionals	Male	2	7.41	0	0.00	2	10.00	0	0.00	3	27.27	7	7.44
	Female	1	3.70	1	5.56	1	5.00	0	0.00	1	9.09	4	4.26
Total		27	100.00	18	100.00	20	100.00	18	100.00	11	100.00	94	100.00
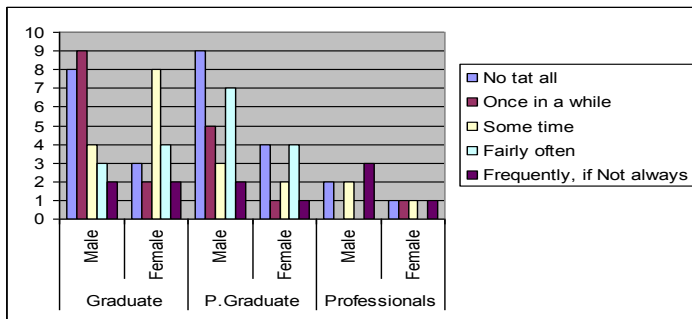
From following table indicates that most of male graduates and p. g are once in while helping their team member to get rewarded and also most of female p. g helping their worker to get rewarded; most of the male p. g is not giving any help to their team members to get benefited.

### I am Satisfied When Others Meet Agreed upon Standards.

		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	4	30.77	9	50.00	8	30.77	3	12.00	2	16.67	26	27.66
	Female	0	0.00	2	11.11	8	30.77	7	28.00	2	16.67	19	20.2
P.Graduate	Male	4	30.77	5	27.78	5	19.23	9	36.00	3	25.00	26	27.66
	Female	3	23.08	1	5.56	3	11.54	4	16.00	1	8.33	12	12.77
Professionals	Male	1	7.69	0	0.00	2	7.69	1	4.00	3	25.00	7	7.44
	Female	1	7.69	1	5.56	0	0.00	1	4.00	1	8.33	4	4.26
Total		13	100.00	18	100.00	26	100.00	25	100.00	12	100.00	94	100.00
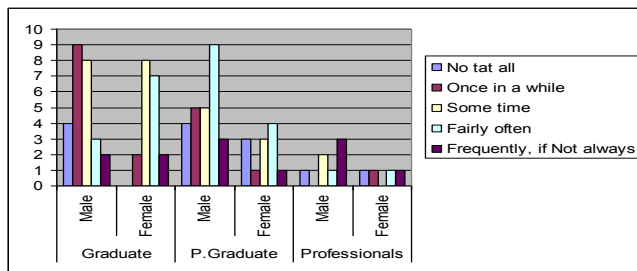
From the above table most of male graduates once in a while satisfied their co-worker perform the most of female p. g holders are fairly satisfied their co-worker meet their stands. Among all of them graduates reasonably satisfied his co-worker meet agreed upon stands.

I am Content to let Others Continue Working in the Same Ways Always.

|		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	6	31.58	9	42.86	5	31.25	5	18.52	1	9.09	26	27.66
	Female	2	10.53	5	23.81	3	18.75	7	25.93	2	18.18	19	20.2
P.Graduate	Male	4	21.05	5	23.81	5	31.25	9	33.33	3	27.27	26	27.66
	Female	5	26.32	1	4.76	1	6.25	4	14.81	1	9.09	12	12.77
Professionals	Male	1	5.26	0	0.00	2	12.50	1	3.70	3	27.27	7	7.44
	Female	1	5.26	1	4.76	0	0.00	1	3.70	1	9.09	4	4.26
Total		19	10.00	21	100.00	16	100.00	27	100.00	11	100.00	94	100.00
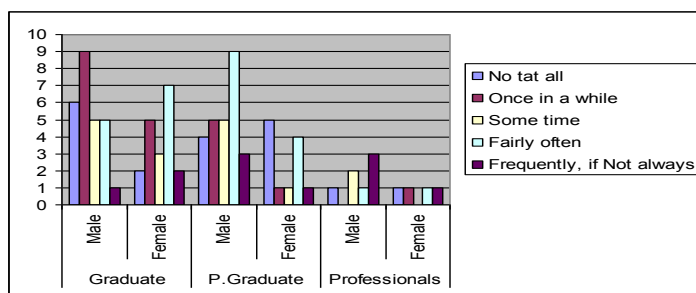
From the above table most of male graduates once in a while content to let others working same ways the most of female post graduates holders fairly often accept others to do work in same way from the female professional's point of view they are not allowed their employee to do work in same way

Provide Recognitions/Rewards when Others Reach their Goals.

		Not at all		Once in a while		Some time		Fairly often		Frequently, if Not always			
			%		%		%		%		%	Total	%
Graduate	Male	4	22.22	9	34.62	5	21.74	5	29.41	3	30.00	26	27.66
	Female	5	27.78	6	23.08	5	21.74	2	11.76	1	10.00	19	20.2
P.Graduate	Male	3	16.67	7	26.92	9	39.13	5	29.41	2	20.00	26	27.66
	Female	4	22.22	2	7.69	1	4.35	4	23.53	1	10.00	12	12.77
Professionals	Male	1	5.56	1	3.85	2	8.70	1	5.88	2	20.00	7	7.44
	Female	1	5.56	1	3.85	1	4.35	0	0.00	1	10.00	4	4.26
Total		18	100.00	26	100.00	23	100.00	17	100.00	10	100.00	94	100.00
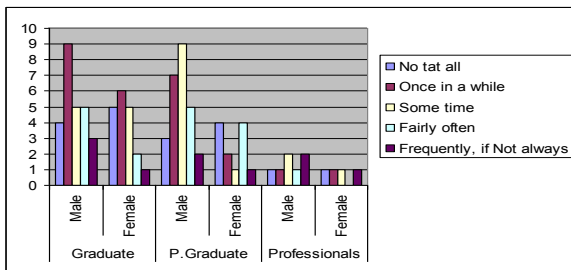
From the above table it is apparent that the most of male and female in graduates are express their words about work they have do once in awhile. Among all of them graduates reasonable express few simple words about their work and professional females are having least interest to express words in simple.

Conclusion

- After the data analysis I conclude that majority of the graduates males and females hold subordinates, trust, maintain their faith and respect, show dedication to them appeal to their hopes and dreams.
- After the analysis it can be interpreted that (44%) of the total female post graduates use appropriate
  Symbols and images to help others focus on their work, and try to to make others feel their work
  Significant.
- Majority of the graduates(33%) are agreed to make others feel good around them once in a while.
- I found that majority of the graduates leaders do not fell emotional attachment to their department that means they are not emotionally involved in their department.
- I conclude that most of professional male shows the degree to which u will tell others what to do in order to be rewarded, emphasize expectation from their team member.
- I conclude that professional leaders are let others do work in their own style.
- Most of the leaders show interest in others well-being, assign projects individually, and pay attention to those who seem less involved in the group said they do not feel like part of the family at their department.
- After the data analysis I conclude that most of female leaders providing recognition/rewards when others reach their goals and also provide others with new ways of looking at puzzling things.

- I found that majority of the graduates leaders have complete faith among their group members.
- After the analysis it can be suggests that most of female leader should provide feel good environment among their team members.

References

1. Roesner, J. (1990). Ways women lead. Harvard Business Review. November - December.
2. Kotlyar, I. & Karakowsky, L. (2006). Leading Conflict? Linkages Between Leader Behaviors and Group Conflict. Small Group Research, Vol. 37, No. 4, 377-403
3. Kotlyar, I., & Karakowsky, L. (2007). Falling Over Ourselves to Follow the Leader. Journal of Leadership & Organizational Studies, Vol. 14, No. 1, 38-49
4. Nissinen, Vesa (2006). Deep Leadership. Talentum, Finland.
5. Albritton, R. L. (1998). A new paradigm of leader effectiveness for academic libraries: An empirical study of the Bass (1985) model of transformational leadership. In T.F. Mech & G.B. McCabe (Eds.), Leadership and academic librarians (pp. 66–82) . Westport, CT: Greenwood, 1998.
6. Bass, B. M. (1998). Transformational leadership: Industrial, military, and educational impact. Mahwah, NJ: Erlbaum.
7. Bass, B.M. & Avolio, B.J. (Eds.). (1994). Improving organizational effectiveness through transformational leadership. Thousand Oaks, CA: Sage Publications.
8. Burns, J.M. (1978) Leadership. New York. Harper & Row.
9. Pielstick, C.D. (1998). The transforming leader: A meta-ethnographic analysis. Community College Review, 26(3), 15-34. www. Hrcite.com www.,leadershipinnovations.com www.nhrd.com