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EXAMINING FACTORS OF TRANSFORMATIONAL LEADERSHIP IN LARGE INDIAN BANKS: A STUDY OF DELHI NCR

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ABSTRACT

Traditional management approaches is becoming outdated in this constantly changing competitive world. This change will lead to change in organizational structure and leadership practices. The significance of transformational leadership is growing day by day as the change is becoming inevitable in the life of today's organization. This paper attempts to study the transformational leadership in large Indian banks. The paper will examine different factors of transformational leadership. The paper also explain the different factors idealized influence, inspirational motivation, intellectual stimulation and individualized consideration are positively and significantly correlated with each other.

KEYWORDS

Transformational leadership, Inspirational motivation, Intellectual stimulation.

INTRODUCTION

Today's highly competitive organization with highly unstable environment needs leadership that encourage the employees and facilitate them to bring revolutionary change (Bass, 1985, 1998; Bennis & Nanus, 1985; Conger & Kanungo, 1998). Leaders are considered as the most important asset of the organization in this age of complexity and dynamism (House, Spangler & Woycke, 1991).

Since more than two decades the construct of transformational leadership have captured attention of many researchers and leadership scholars (Bass, 1985). Mainly there exist three important leadership behaviours transformational, transactional and laissez-faire (Burns, 1978; Bass & Avolio, 1997). Bass, 1985 defined transformational leadership as the process of transformation of a subordinate by leader. Leader motivates the followers to work beyond expectation. Most of the researchers since 1980 have always focussed on the positive influence of transformational leadership (Bass, 1985; Avolio, 1999; Lowe et al 2000; Tickle et al, 2005). (Krishnan & Banerji, 2000) suggested that transformational leadership plays a major role in advancement of organization and societies by creating new paradigms and evolving fundamental changes. Krishnan, 2001 also point out that the conduct of both follower and leader enhances with transformational leadership approach.

According to (Bass, 1998) there exist a positive and significant relationship the amount of effort put forth by the follower and transformational style of leadership. It is also positive related with satisfaction level of the subordinate with the leader, the job performance ratings and the overall effectiveness. Many studies proved that transformational leaders contribute more towards the organization. Organizational performance is positively enhanced by transformational leadership and its importance is increasing as the organizations are facing more complexity and competitiveness.

LITERATURE REVIEW

Transformational leaders are successful in promoting their colleagues, subordinates and followers and are also aware of the consequences. They support organizations to bring on change and innovations. Seltzer & Bass, 1990 describe that these types of leaders take the lead for transforming the organizations by recognizing the need of renewal, creating a new vision and initiate changes.

Burns (1978) elucidate that transformational leadership always leads to transformation of both leaders and followers by enhancing their level of motivation and morality this result in the conversion of leader into moral agent and follower into leader.

Bass and Avolio, 1997 discover that transformational leadership comprises of four factors they are individualized consideration, inspirational leadership or motivation, intellectual stimulation, and idealized influence.

Individualised Consideration (IC) is shown when the leader teaches and coaches the followers on individual basis. Bass, 1998 discuss in individual consideration each individual is treated separately, given special attention to followers and fulfilling their needs. Leader is empathetic in nature and has the ability to understand the emotional requirements of leader-follower relationship.

Inspirational Motivation (IM) and leadership leader intensify the level of motivation in followers, explain the goals and expected outcome in simple terms and motivate the followers to take up challenging assignments. *Intellectual Stimulation (IS)* refers to the leaders who develop problem solving approach in followers. In this the followers are motivated to know about the problems and challenged to provide solutions. They are stimulated to generate different thoughts, ideas and insights. And *Idealised Influence (II)* refers when leaders are considering as role model for the followers. Followers have absolute faith in these leaders and have a proud association with them. They trust the leader is fully capable of overcome any type of hindrance.

Charismatic leaders are found all through the complex organization (House, 1997) and it has been found that this relationship of leaders and followers influence the leader and organizational performance positively (Kirkpatrick & Locke, 1996; House et al., 1991).

The current study will focus how the employees of large Indian banks perceived transformational leadership of their branch managers.

RESEARCH QUESTIONS

1. Which factor of transformational leadership is most effective as perceived by bank employees?
2. What is the correlation between different factors of transformational leadership?

RESEARCH DESIGN

The study follows exploratory research design.

SAMPLING

Multistage sampling was used for this study. Stratified random sampling was to select large Indian banks of Delhi-NCR. Employees of these banks were respondents of the study. In total 404 employees were the respondents of the study.

DATA COLLECTION

The primary data was collected through using a standardized leadership questionnaire of five point likert scale. Leadership questionnaire was consisting of 16 items in total. In this questionnaire there are four different factors naming Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individualized Consideration (IC) containing 4 items in each factors.

And the secondary data was collected through online journals like emerald, proquest, books and magazines.

RELIABILITY OF THE SCALE

The reliability of the scale was measured by cronbach's alpha which measures the internal consistency of the scale. Gliem & Gliem (2003) proposes that the reliability coefficient of Cronbach's alpha ranges between 0 to 1. As the value ranges towards 1 the internal consistency of the scale is high. George and Mallery (2003) offers the rule of thumb for measuring reliability: " $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable".

Reliability of the scale used for the current study was .818 (shown in Table 1). According to Gliem and Gliem (2003) alpha of .8 is a reasonable high level value indicating good internal consistency of the items in the scale.

TABLE 1: RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.818	16

Source: Field Survey

FINDINGS

It was found from the result of descriptive statistics that among the four different factors of Transformational leadership the Inspirational motivation (IM) (3.96) was most effective dimension followed by Idealized influence (II) (3.86), Intellectual stimulation (IS) (3.69) and Individualized Consideration (IC) (3.64) (shown in Table 2).

TABLE 2: DESCRIPTIVES

	Mean	Std. Deviation	N
II	3.8682	.61801	404
IM	3.9604	.61740	404
IS	3.6974	.60436	404
IC	3.6423	.64048	404

Source: Field Survey

The correlation analysis between transformational leadership and its four factors idealized influence ($r=.835$), inspirational motivation ($r=.841$), intellectual stimulation ($r=.777$) and individualized consideration ($r=.784$) revealed that it is strongly and positively related to all the four factors. Moreover, it was also found that all the four factors were positively and significantly correlated to each other. The correlation coefficients amongst the four factors are Idealized influence – inspirational motivation ($r=.636$), Idealized influence – intellectual stimulation ($r=.519$), Idealized influence- individualized consideration ($r=.550$), Inspirational motivation – intellectual stimulation ($r=.566$), Inspirational motivation – individualized consideration ($r=.525$), and Intellectual stimulation – individualized consideration ($r=.444$). The analysis shows all the factors of transformational leadership except Intellectual stimulation – individualized consideration ($r=.444$) are strongly linked to each other.

TABLE 3: CORRELATION

		TFL	II	IM	IS	IC
TFL	Pearson Correlation	1	.835**	.841**	.777**	.784**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	404	404	404	404	404
II	Pearson Correlation	.835**	1	.636**	.519**	.550**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	404	404	404	404	404
IM	Pearson Correlation	.841**	.636**	1	.566**	.525**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	404	404	404	404	404
IS	Pearson Correlation	.777**	.519**	.566**	1	.444**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	404	404	404	404	404
IC	Pearson Correlation	.784**	.550**	.525**	.444**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	404	404	404	404	404

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

Source: Field Survey

DISCUSSION

The results of the study shows the most effective dimension of transformational leadership as perceived by bank employees is inspirational motivation followed by idealized influence (charisma). This show the employees of the banks are becoming more creative and innovative and ready to take the challenging assignments. Barbuto, 1977 has also identified the inspirational motivation as the significant factor of transformational leadership and the construct is defined in many ways. (Kouzes & Posner,1995) stated that leaders with this characteristics transform purpose into realities and communicate the same to the followers to gain their support. This leads to energizing followers, enhancing the level of commitment and establishing a standard of excellence in them (Kotter, 1995; Nanus, 1992).

Bass, 1985 have stated that idealized influence (charisma) is the most factor of transformational leadership and contributes largely to effectiveness of the follower (Lowe, Kroeck and Sivasubramaniam, 1996).

As the study suggest the factors of transformational leadership idealized influence, inspirational motivation, intellectual stimulation and individualized consideration are strongly linked to each other.

Avolio, Howell, and Sosik, 1999 stated that transformational leaders inspire their followers to develop their full potential, to reset the future goals by clear vision and also encourages them to build confidence in them. According to Bass, & Avolio, 1993 transformational leaders can bring on strategy-culture alloy to the organization.

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