

## Organisational Success As A Function Of Transformative Leaders 'Characteristics

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### ABSTRACT

The researchers evaluated two psychological processes as part of their examination into how leadership that transforms positively impacts the success of operating systems in firms. These processes were the self-efficacy of system users and the perceived organisational encouragement given to system users at the time of the investigation. A total of 251 workers from a Chinese branch of a multinational bank were included in the evaluation of our conceptual model. This evaluation was carried out with their involvement. The participants' confidence in their abilities as leaders and the support they got from their respective companies were the factors that mediated the success of transformational leadership for the participants. The findings substantiated the hypothesised connections that were supposed to exist between the two categories of variables. Managers must make it a top priority to equip their employees with training that will enable them to become transformational leaders, as shown by the findings.

**Keywords:** *Organisational Success, Transformational Leadership, Leadership, Transforms.*

### INTRODUCTION:

There has been a lot of attention paid to the investigation of what factors contribute to the success of an organisation (OS). There are a few different ways, but particular characteristics, even though they could be advantageous, have gotten less empirical investigation. Another factor that requires further attention is how leadership influences success. Research in the field of systems for information has often focused on administrative tasks that are strictly defined. These obligations include the allocation of resources, the monitoring of results, and the management and organisation of both individuals and work environments. Although these management practices are very important, they only cover a small portion of the obligations that a leader is responsible for, and their primary emphasis is on attaining efficient operations. Some of the tasks of a leader include motivating the people of their team and adapting to changing conditions, even though they are quite important. As a consequence of this, it seems to be essential to investigate the relationship between leadership and the operating system. In terms of transformational leadership, who is distinguished by an emphasis on revitalising and encouraging individuals to perform better, the primary objective of the investigation was to determine the elements that contribute to the success of organisations. By appealing to their followers' values and ambitions, transformational leaders ultimately motivate their followers to achieve results that are superior to what is expected of them (Tannous, 2024).

The relationship between transformational leadership and outcomes in operating systems, on the other hand, is recognised and acknowledged. With the expectation that transformational leadership would have a positive impact on the performance of the business, the researchers attempted to connect two important disciplines. According to the findings of the study, transformational leaders have the potential to increase the performance of organisations in the following ways: (1) The followers of a leader acquire a feeling of pride, faith, and reverence for the leader when the leader demonstrates excellence and regard for the success of the organisation for which they are responsible. This is accomplished via idealised influence. (2) Exciting and motivating, transformational leaders have confidence in their ability to create a compelling vision and transmit high aspirations and expectations for the consumers' capability to operationalize it. They also have faith in their ability to motivate others. (3) Personalised interest, transformational leaders are able to listen to the concerns and needs of their followers for the success of the organisation, and then coach or mentor them to provide the necessary support to satisfy those requirements. (4) Mental challenge, transformational leaders may build creative problem-solving talents by encouraging followers to think outside of the norm, take calculated dangers, and contribute their ideas to the success of

the organisation. This may be accomplished by providing followers with mental challenges. According to our point of view, transformational leaders who display these characteristics have the potential to have a substantial influence on the performance of an organisation (Neuhof, 2024).

#### **BACKGROUND OF THE STUDY:**

A significant number of academics who have studied organisational leadership over the last 30 years have developed an interest in transformational management theory. To improve this theory, Bass (1985, 1998) together with others expanded on Burns's (1978) research. The core idea of transformational leadership is the leader's ability to motivate the follower to accomplish something above and beyond what they had initially planned to achieve. Transformational leadership is based on four pillars: idealised influence, inspirational inspiration, stimulating thought, and individualised concern (Bass, 1985). As to Burns, change agents inspire their followers to act by emphasising their own convictions and demonstrating to them how to align with the fundamental values of the organisation. According to Burns, transformational leadership is a kind of leadership in which the leader and follower push one another to reach new heights and develop shared beliefs. Transformational leadership has been connected to individual outcomes. Studies show that transformative leadership has an impact on followers' levels of commitment and satisfaction with the company. Studies also show that transformational leadership affects employee engagement to change and the organisational environment. Transformational leadership has an impact on both individual and collective outcomes, making it crucial for any business. According to Aarons, there is a connection between organisational and employee performance and leadership. To get a knowledge of leadership-related human and organisational behaviour, a more thorough analysis of the many leadership philosophies that might have a good or negative impact on these two variables is required. The purpose of this research project is to investigate the effects of transformational leadership on the outcomes of both the organisation and the followers. The outcomes that will be examined in this research include organisational citizenship behaviour/performance, corporate culture, and organisational vision. The following follower outcomes will also be evaluated: empowerment, motivation, self-efficacy, trust, and job satisfaction. Leaders using transformational leadership are better equipped to motivate their staff to act in a way that advances the business by understanding how this style of leadership impacts the previously stated personal and organisational outcomes (Lee, 2024).

#### **RESEARCH PURPOSE:**

Understanding how transformational leaders affect their companies is the goal of the study, which is essential to understanding how to use their leadership style successfully. This indicates that the following are the secrets that will soon be discovered: A thorough analysis of the activities taken by transformational leaders may provide an explanation to understanding how they accomplish their intended goals. Organisations may cultivate leadership that fosters innovation, staff engagement, and goal achievement by learning from these leaders. Examining transformative leaders may teach aspiring leaders a lot, and it can also help companies choose the most qualified candidates for leadership roles. Using transformational leadership to create an organisation that is more creative and adaptable is the main goal. This is the outcome of these leaders' capacity to foster original thought. Their leadership approach results in a workforce that is more engaged and productive. Transformative leaders are experts at navigating uncharted territory whenever it comes to preparing companies for upcoming challenges. In summary, researching transformational leaders involves understanding their motivations and using that knowledge to build more adaptable and resilient companies.

#### **LITERATURE REVIEW:**

Through the use of transformational leadership, the fundamental beliefs and values of the workforce are shaped to accomplish the goals of the organisation. The outcomes that this strategy often provides are superior to those that are produced by transactional leadership. Despite the growing body of data suggesting that a transformational leader may have a major influence on performance, our understanding of the processes by which this process takes place is limited and mostly based on speculation. To trace the causal path of transformational leadership's effects on performance, very little research has rigorously explored the intermediate effects of leaders' perspectives of diverse understandings and innovation-related strategic determinants. This is because the intermediate impact is considered to be the most important. In the information culture of today, the management of knowledge and innovation are activities that are of fundamental importance (Shatila, 2023). The researchers can construct, use, and improve the performance of our organisation via the process of generating, exploiting, renewing, and implementing information flows in novel ways. According to this point of view, the responsibility of a transformational leader is to supervise an organisation that is "based around knowledge," or a network that can take in new information (its "absorptive capacity"), make use of what it currently has (its "knowledge employed" and "knowledge slack"), and any other relevant information. New knowledge is produced as a result of this flow of information, which is accomplished via a series of changes known as organisational learning. The application of

this new knowledge, which is known as innovation, results in the production of essential skills for the business. It is not the knowledge of an organisation's members that is the source of the strategic value of the organisation's knowledge; rather, it is the leadership's capacity to integrate, share information, and creatively apply this information that is the source of this strategic importance (Madi Odeh, 2023).

#### RESEARCH QUESTIONS:

- I. How does the idealised effect of a transformative leader—their charm and role-modelling affect morale and productivity in the workplace?
- II. What effect does a transformational leader's personalised approach (mentorship, strength recognition) have on staff engagement and loyalty?

#### Methodology:

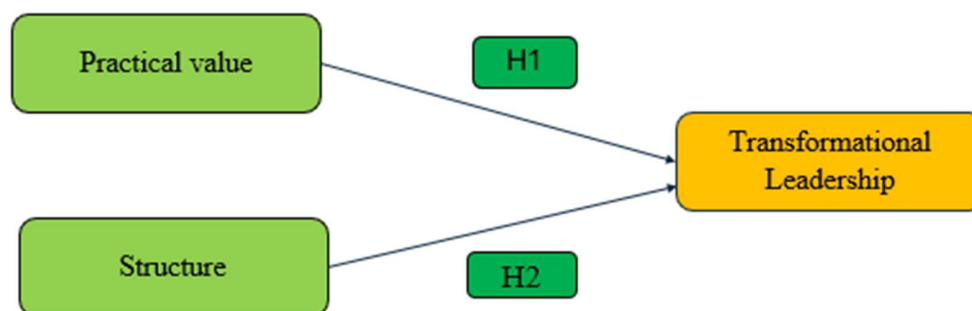
These investigations were conducted at the Chinese its head office of a large global bank. Since every participant was Chinese, the questionnaires were translated into Mandarin and back into English to ensure consistency and comparability. The bank serves both the commercial and consumer sectors via its extensive nationwide network that includes around 300 outlets. Banking services (personal, retail, loan, mortgage, expenditures, etc.) are offered by a group of interdependent workers. To carry out these sorts of tasks and provide personalised services, the bank uses its operating system. All of the participants in our surveys had a solid understanding of their computer software, which is essential for employees' daily tasks. The bank staff completed questionnaires at the end of each shift and gave them back to the author in person. They made certain that everyone understood their responses would be kept confidential before we began the survey. Complete descriptions of the items and metrics used in the study are provided, along with the scales' reliability ratings. Table 1 displays the participants' demographic information to the researchers. The first set of 352 questionnaires was sent to tellers, monetary counsellors, and administrative staff; 268 of these individuals returned completed surveys. Of the 71% of responses, 251 were found to be beneficial.

**Table 1**  
Descriptive statistics.

Demographics	Male (N = 109)		Female (N = 142)		Total (N = 251)	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
Age	33.4	8.3	29.7	5.8	31.3	7.5
Total years of working	6.6	4.8	4.7	4.8	5.6	4.9

Demographics	Frequency		Frequency (%)
	Male (N = 109)	Female (N = 142)	Total (N = 251)
Position			
Subordinate	44	107	151 (60.2)
Middle manager	49	28	77 (30.7)
Upper-level manager	16	7	23 (9.2)
Education			
High school	15	19	34 (13.5)
2 year college	8	41	49 (19.5)
University	79	72	151 (60.2)
Graduate school	7	10	17 (6.8)

#### CONCEPTUAL FRAMEWORK



## RESULTS:

### Factor analysis:

Verifying a set of measurement items' latent component arrangement is a common use of factor analysis (FA). The observed (or measured) variables scores are thought to be the result of latent (or unknown) variables, theoretically. Accuracy analysis is one method that uses models (FA). Its primary focus is on modelling the links between events, their hidden causes, and measurement errors. The data's suitability for factor analysis may be assessed using the Kaiser-Meyer-Olkin (KMO) Method. We look at each model variable separately and the overall model to see whether the sample was enough. The statistical metrics evaluate the potential shared variance between many variables. A less percentage was often seen in data which is more suited to factor analysis. KMO returns numbers in the range of zero to one. If the sample size is between 0.8 and 1, the KMO value is considered sufficient. A KMO less than 0.6 indicates inadequate sampling and calls for corrective action. Use your best judgment; the range is 0.5 to 0.6 since some writers use 0.5 as this. KMOs The value is near zero if the total correlation is negligible when compared to the strength of the component correlations. To reiterate, strong correlations significantly impede component analysis. Kaiser states that the following boundaries are appropriate:

Kaiser states that the following boundaries are appropriate: From an embarrassing 0.050 to 0.059, less than typical by 0.60 to 0.69 Typical range for pupils in middle school: qualitatively varying between 0.70 and 0.79 and having a score in the range of 0.80 to 0.89. The difference between 0.90 and 1.00 is noticeable.

**Table 1: KMO Test and Bartlett's Test**

KMO and Bartlett's Test <sup>a</sup>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	6850.175
	df	190
	Sig.	.000
a. Based on correlations		

This demonstrates the validity of assertions made just for sampling purposes. The correlation matrices were subjected to Bartlett's Test of Sphericity to ensure their relevance. As per Kaiser-Meyer-Olkin, the sample adequacy value is .850. The p-value is 0.00 based on Bartlett's sphericity test results. Bartlett's sphericity test yielded a significant test result, indicating that the correlation of the matrix is not an identical matrix.

### Test for Hypothesis

While correlational designs have been utilised in research on the relationship between workers' views of the relevance of their job and transformational leadership, no experimental methods have been used to look into this relationship. The purpose of the study was to determine if reading about transformational leadership which placed a strong focus on charm and individualised care had an impact on participants' hypothetical judgements of the significance of their professions.

Even though OS leadership is advantageous, more study is still needed in two areas. Determining the impact of transformational leadership on OS outcomes is essential to have a greater comprehension of effective OS leadership. Although management and leadership are often used interchangeably, leaders are more interested in motivating and changing their people than in just overseeing them. To get OS outcomes, we must first understand how transformative leadership works (Sharma, 2024). Transformational leaders can confidently convey their belief in embracing both established and novel operating systems, hence promoting teamwork towards OS triumph. In the current financial environment, banks have used computerised decision systems, for instance, to speed up the approval of loans, mortgages, and other financial goods. A transformational leader's capacity to mentor and uplift their subordinates is a defining characteristic. encouraging OS usage by relating positive experiences and demonstrating the value of the system (e.g., lower bankruptcy obligation rates).

### Transformational Leadership

To inspire their values and ideals, transformational leaders want to inspire their people to go above and beyond what is required of them. This style of leadership encourages followers to prioritise the demands of the group above their own by inspiring adoration, dedication, and trust in the leader. Bass and colleagues identified four pillars of transformational leadership: individualised consideration, which is the leader's assistance, support, coaching, and encouragement of followers; idealised influence, which is the leader's admirable actions that foster a sense of connection between them and the leader; motivational inspiration, which is what the manager does that communicate an engaging and motivating vision; and intellectual stimulation, which is the action of the leader. There seems to be a correlation between these and both individual and organisational outcomes. As a result, organisational commitment, followers' motivation, success, leader effectiveness, views of fairness, and organisational citizenship practices are all positively correlated with transformational leadership.

### Practical value

What gives anything its practical worth is how well it works in actual settings. The focus is on finding practical ways to solve issues, simplify activities, or accomplish goals. The following are some important features of usefulness: Directs attention to practical use: The focus here is on practical, rather than academic, knowledge. Fixes issues or makes things better: Having something of practical worth helps to achieve more in less time. Might have an opinion: The situation and the person's requirements determine what is thought of as realistic. Consider the following instances of usefulness: Introducing a brand-new gadget designed to make your workday go by more quickly. An easy way to save money or time on a common task around the house. A medical breakthrough that results from a research study. Pedagogical materials that impart useful abilities.

“Based on the above discussion, the researcher formulated the following hypothesis, which analysed the relationship between transformational leadership and Practical value.”

**H<sub>01</sub>: There is no significant relationship between transformational leadership and Practical value.**

**H<sub>1</sub>: There is a significant relationship between transformational leadership and Practical value.**

**ANOVA TEST (H<sub>1</sub>)**

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	39588.620	165	5655.517	1132.281	.000
<b>Within Groups</b>	492.770	85	5.356		
<b>Total</b>	40081.390	250			

“In this study, the result is significant. The value of F is 1132.281, which reaches significance with a p-value of .000 (which is less than the alpha level). This means the **“H<sub>1</sub>: There is a significant relationship between transformational leadership and Practical value”** is accepted and the null hypothesis is rejected.”

### Structure

The several definitions of the term "structure" revolve around the concept of order and organisation. So, here's how it works: Structured or organised in a certain way: Most people understand it in this way. It may mean anything as concrete as a building, bridge, or dam, or as abstract as a company's structure, a piece of software, or even a single word. The configuration of a substance's or body's components: This is true for many different types of structures, including those of materials, organisms, and societies. The style of building or arrangement: This explains the assembly process. They may, for instance, describe a cathedral's Gothic architecture or a company's organisational structure. Form or organisation that is coherent: This highlights how well-organized and clear something is generally. When writing is organised and simple to follow, we say that it has excellent structure. A few more things about structures: There is a wide range of complexity in structures. Both static and dynamic forms are possible for them. There are specialised forms of structures used in several professions.

“Based on the above discussion, the researcher formulated the following hypothesis, which analysed the relationship between transformational leadership and Structure.”

**H<sub>0</sub>: There is no significant relationship between transformational leadership and Structure.**

**H<sub>2</sub>: There is a significant relationship between transformational leadership and Structure.**

### ANOVA TEST (H<sub>2</sub>)

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	38428.620	157	5655.517	1155.283	.000
<b>Within Groups</b>	482.572	93	5.356		
<b>Total</b>	38911.192	250			

In this study, the result is significant. The value of F is 1155.283, which reaches significance with a p-value of .000 (which is less than the alpha level). This means the **“H<sub>2</sub>: There is a significant relationship between transformational leadership and Structure”** is accepted and the null hypothesis is rejected.

### Discussion:

Let's talk about a few key points about transformational leadership in the debate that follows. Reach a consensus on what transformative leadership entails. Discuss its key components, including motivating motivation, idealised influence, personalised attention, and intellectual stimulation. Examine the ways in which transformational leaders enhance flexibility, creativity, and involvement, leading to organisational success. The researchers cannot anticipate a rigid leadership style; instead, revolutionary leadership needs adaptability. Discuss the potential downsides and situations in which other strategies could be more effective. Find out how companies can create leaders who can change the game by providing training, mentorship, and supportive work environments. Look into methods to identify these influencers and measure their impact. Showcase the possibilities of transformational leadership with real-world examples of successful

leaders. Consider how this changing environment may affect the duties of transformative leaders. By examining these factors, the researchers may discover a great deal about how transformational leadership affects successful organisations. It's a style of leadership that empowers individuals to take initiative, which fosters innovation and propels companies to new heights.

#### Conclusion:

A potent strategy that may propel organisational success is transformational leadership, which encourages and empowers people to go beyond their own perceived boundaries. It encourages creativity, flexibility, and a feeling of unanimity. Its efficacy, therefore, hinges on the leader's capacity to customise their strategy for certain situations and people. Organisations may establish a culture of innovation and continuous improvement and position themselves towards long-term success in a constantly shifting business environment by cultivating and assisting transformational leaders.

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