Cross Comparative Analysis on the Models of Transformational Leadership and Pseudo - Transformational Leadership

S. Asiya Z. Kazmi, Department of Production, University of Vaasa, Vaasa, Finland

ABSTRACT

Transformational leadership has been the center of interest for organizational behavior theorists and management experts due to this leadership style’s significance and appeal with reference to organizational team performance, effectiveness as well as innovativeness. In addition, new product development is considered the core operation of each and every industrial concern. The success of new product development related operations is getting more challenging in today’s turbulent economic conditions. Hence, the current study is an attempt to explore the interconnection between transformational leadership and new product development team’s effectiveness to support organizational innovation. The empirical study was conducted based on the implementation of especially devised and validated quantitative and qualitative. This study sample represented the new product development team’s working at three different global locations of an energy sector company. The data obtained through the mixed mode of survey tools was analyzed statistically and qualitatively by implementing statistical methods. The research outcomes revealed that the dimensions of management initiative (innovation variable), collaboration (NPD team effectiveness variable), communication (NPD team effectiveness variable), affiliation with leader (transformational leadership variable) have positive association among each other while product innovation (innovation variable), communication (NPD team effectiveness variable) and leader’s competence to empower its team (transformational leadership variable) have shown negative internal association.

KEYWORDS

Innovation, New Product Development, Organizational Behavior, Team Effectiveness, Transformational Leadership

1. INTRODUCTION

The field of leadership is considered the backbone of organizational and behavior theories and hence achieved highest level of attention of numerous organizational theorists, psychologists and management experts since long. We, the authors of this paper, are highly intrigued by the extent of interest and the work being done by academia, to explore the dynamics of leadership, in general, and transformational leadership in particular, over the past two decades. The concept of leadership has taken a leap from once being interpreted as a matter of human personality traits to the modern day’s notion of leadership, as human actions (Stogdill, 1974; Gardner, 1989; Lussier, Achua, 2012). Hence, in the backdrop of supporting theories and numerous studies, it is concluded with confidence that transformational leadership theory has evolved into a matured leadership model (Bass, Avolio, 1990).

DOI: 10.4018/IJSDS.2017070103

Copyright © 2017, IGI Global. Copying or distributing in print or electronic forms without written permission of IGI Global is prohibited.
Extensive research, on the concept of transformational leadership proposes focused attention to ensure ethical organizational leadership practices (Burns, 1978; Bass, 1985; Bass and Avolio, 1990; Howell and Avolio, 1992; O’Connor et al., 1995). Hence, in the case study, we tried to explore unethical work leadership practices at three work locations of one European multinational company. In the wake of intense corporate competition, either economic, social or technical in the global business scenario, it is now a routine to come across incidents marked by ethical transgressions, though not necessarily illegal, most of the times, but certainly characterized either as ethical or unethical activities of the people in authority.

The current study begins with a literature review of transformational leadership style, and pseudo transformational leadership, then will proceed to formulate the study hypotheses. The focus on research methodology and research model will be discussed at the third section. The analyses of study findings and recommendations will be provided for managers and management researchers, at the end of this research paper.

2. LITERATURE REVIEW

2.1. Transformational Leadership

James MacGregor Burns (1978), was the first to introduce the concept of transformational leadership and carving a clear distinction between transactional and transformational leadership. Transformational leadership is characterized as the leader’s ability to articulate shared vision of the future, intellectually stimulate employees, and attend to individual differences in the work force (Lowe, Kroeck, and Sivasubramaniam, 1996; Kazmi, Kinnunen, 2012; Kazmi, Naaranoja, Takala, 2013; Kazmi, Naaranoja, Kytola, 2015). According to Kouzes and Posner (2003), leadership practices are to enable others to act. The research work conducted by Padykula and his colleagues (2013), mainly focused on the factors linked to the creation of work environment where trust, collaboration and accountability are valued. When followers gain the sense of appreciation, they show full dedication towards common organizational goals. Transformational leaders (Burns, 1978; Bass, 1985; Bass, Avolio, 1990; Hurley and Linsley, 2007) filled with self-awareness in addition to intense personal humanistic attributes such as creativity and flexibility, display stronger ability to inspire others. The leaders, when aligned with leadership attributes (Kouzes and Posner, 2003), inspire and empower their followers to engage them in collaborative work. (Bass and Avolio, 1990), Transformational leadership is considered a strong source for work team’s capacity building to ensure high performance levels.

According to (Bass and Avolio, 1990), transformational leadership is considered a potential source of team performance enhancement through several factors, namely intellectual stimulation, individualized consideration, inspirational motivation and idealized influence. This style of leadership requires spending one’s own capabilities (De Cremer, and Van Knippenberg, 2004; Van Knippenberg and Van Knippenberg, 2005; Kazmi, Naaranoja, 2015a; Kazmi, Naaranoja, 2015b; Kazmi, Naaranoja, 2015c) to foster leadership potential in others (Judge and Piccolo, 2004). Transformational leadership style has emerged as a central model for understanding how leaders achieve effective and desired behavioural responses from their followers, mainly due to the followers being highly satisfied with and respectful of their leaders (Bycio et al., 1995; Conger et al., 2000; Thompson, 2012). It combines four sub-categories commonly known as the four-I’s, to constitute a whole. The first ‘I’ refers to the aspect of idealized influence. This represents leader’s capacity to lead his or her followers by setting an example (Bono and Judge, 2003) based on high moral and ethical grounds (Podsakoff, Mackenzie and Bommer, 1996; Whitener, 1997; Bass and Steidlmeier, 1999; Dirks and Ferrin 2002). The second ‘I’ refers to the concept of individualized consideration. It elucidates that a leader must achieve his or her followers’ maximum potential through coaching or mentoring, during a process of helping and refining their skill potential. The third ‘I’ is for inspirational motivation. It refers to the leader’s ability to install a desire in their followers for a cause. The fourth ‘I’ is for intellectual stimulation. It
Related Content

Populating Knowledge Based Decision Support Systems
[www.igi-global.com/article/populating-knowledge-based-decision-support/40915?camid=4v1a](www.igi-global.com/article/populating-knowledge-based-decision-support/40915?camid=4v1a)

Computing Skills in Forecasting for Liquidity Risk Management in the Indian Banking Industry
[www.igi-global.com/chapter/computing-skills-in-forecasting-for-liquidity-risk-management-in-the-indian-banking-industry/107905?camid=4v1a](www.igi-global.com/chapter/computing-skills-in-forecasting-for-liquidity-risk-management-in-the-indian-banking-industry/107905?camid=4v1a)
Psychological Factors Influencing the Managers' Intention to Adopt Green IS: A Review-Based Comprehensive Framework and Ranking the Factors
www.igi-global.com/article/psychological-factors-influencing-the-managers-intention-to-adopt-green-is/131436?camid=4v1a

Object Classification and Tracking in Real Time: An Overview
www.igi-global.com/chapter/object-classification-and-tracking-in-real-time/176810?camid=4v1a