

ROLE OF VARIOUS DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP IN ORGANISATIONAL CHANGE PROCESS

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ABSTRACT

Change is something which is inevitable in nature. Even the organisations are not untouched with it. The external and internal environment is ever changing and organisations are needed to change themselves as per the requirement. These changes brings opportunities and threats simultaneously and those organisations which can adjust themselves as per the need leads itself towards the success. Transformational leadership plays an important role in implementing change in the organisation. Its various dimensions affect the behaviour of employees. The present study by going through the various research papers and articles tried to bring out the various factors which were responsible in making a change successful and how these factors are related to the transformational leadership. The different factors from different studies are studied and those which fit in the different dimensions of transformational leadership are brought down. On the basis of that conclusion is drawn that the dimensions of transformational leadership affect behaviour of employees and help in reducing resistance to change.

Keywords: Transformational Leadership, Idealised Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Change Process, Resistance to Change.

INTRODUCTION

Perpetual development is an important element in any business organisation and it leads to the change in the existing policies, procedure, operations etc. No organisation can survive without change and it is an inevitable part. Whenever any change take place it leads to the disturbance in the status quo. The uncertainty and fear increases in the employees and they resist the change as it create some uneasiness in them. Human capital is one of most important factor in an organisation and gaining their confidence in the period of change is essential. They are the one on which this change is implement in this way what they perceive and how they behave during the phase of change is very important issue. Handling them in most appropriate manner is a must otherwise many problems arise which ultimately lead to the performance of employees. It was discovered that some workers resist changes in an organization because of the way the change is being performed.[1] Leadership plays an important role in this aspect as the influence of a leader directly affects the behaviour of employees. “The success in today’s business environment is not achievable without employing an effective leadership that can enable organizations to accomplish their goals.” [2]. “Leadership in an organization provides direction. A leader influences others to follow. A quality leadership skill evaluates the relationship between leadership style and employee levels of organizational commitment, job satisfaction, and job involvement.”[3]. “Leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative.” [4]. There are various elements of leader’s behaviour which are needed to encourage specially in the time of change. Transformational Leadership plays an important role in these aspects as its various dimensions have a great impact on the employees. Idealised influence, Inspirational motivation, Intellectual stimulation and Individual consideration all elements work collectively in the change process.

Research Gap

It is found that there a dearth of literature on the role of transformational leadership in organisational change process. Although there are lot of research papers which discussed about the transformational leadership and organisational change separately but only a very few papers are found which were

discussing about the role which the transformational leadership has in influencing the perception and attitude of employees towards organisational change.

OBJECTIVES

The primary objective of the paper is to find out the role of transformational leadership along with its various dimensions in successful change process. Another objective is to discuss how transformational leadership can control the resistance to change by employees.

RESEARCH METHODOLOGY

This research is based on secondary data. Various research papers, articles, books and internet sources are used to go through the literature of organisational change and transformational leadership. Various Research papers and articles are studied to find out the common variables which are present in successful change and which are the part of the various dimensions of transformational leadership.

ORGANISATIONAL CHANGE

Organisational change refers to the alteration which takes place within the organisation; it helps to move from the position of status quo. The changes which take place outside the organisation affects it directly or indirectly and due to this an organisation also needs to change itself in order to survive in the environment. Those organisations which do not change themselves as per the need face many problems and ultimately wiped out of the market.

PROCESS OF PLANNED CHANGE

- At first it is required to find out whether any change is needed or not.
- The problem is defined clearly which requires change.
- Alternatives are found to tackle the problem.
- Aftermath of change should be planned properly so that actions can be taken without any delay whenever required.
- Loosing the existing system so that necessary changes can be implemented in the organization, existing ways are challenged.
- Managing the process of change in a manner so that it can be implemented properly.
- Keeping an eye on the goals and check when these goals are met.
- Stabilizing the changes made and then reinforcing that change so that the employees do not go back to the old ways. [5]

RESISTANCE TO CHANGE

Whenever any change takes place in the organisations the employees resist. There are several reasons for this resistance which are discussed in the following points.

Individual Sources

- Habits- Employees become habitual of the existing methods and they do not want any disturbance in their convenience to perform a task and thus any change in that creates uneasiness in them.
- Security- People sometimes believe that change will create a hurdle in their financial or other security and thus because of fear of insecurity they resist change. They feel that if they do not perform new job or task in an appropriate manner they will lose their job.
- Selective Information Processing- People does it so that their perception remains true. . They only want to listen what they sense right and keep other information away.

Organisational Sources

- Limited focus of change- There exist various sub-systems in any organisation which are connected to each other. A change in one sub system leads to change in other and thus create complications.

- Group inertia- In organisations groups are formed, many a time even if an individual does not resist change the group he belongs to creates a psychological pressure on him to resist.
- Threat to expertise- When employees face change they feel threat to lose their expertise and fear of being out-dated encourage them to resist change.
- Threat to power relationships- Distribution of making decisions change and due to this the long-established power relationships gets a threat to be damaged and due to losing of power people resist.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership concept was introduced by James V. Downton and later it is developed by James MacGregor Burns. He said that in transformational leadership leaders and their followers make each other advance and increase the standard of morality and motivation. Idealised Influence, Inspirational Motivation, Intellectual Stimulation and Inspirational Motivation are the dimensions of transformational leadership.

VARIOUS DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP

Various dimensions of transformational leadership are as follows-

Idealised Influence – Idealised Influence means the leaders’ impact on the followers by which they feel leader an ideal person. The characteristics of a leader are such that it gave a positive impression on the followers. The charismatic behaviour of a leader is an essential part of this dimension. Idealised Influence is further divided into two categories that are attributed and behaviour. Attributed means the traits and characteristics of a leader and behaviour means the behavioural aspect of influencing.

Inspirational Motivation- It refers to motivating of followers towards the goal of the organisation. The leader set the goals and pushes the followers towards those goals. The mission and vision are set and continuous efforts are done to achieve those goals.

Intellectual Stimulation- It means enhancing the power of employees to think out of the box so that they can give new ways to tackle with the problems and help in innovative ways to deal with the things. Along with this it also help in the brainstorming among followers.

Individual Consideration- It refers to paying the attention on each and every follower so that the best can be taken out from them and he can be developed in best possible manner. The various weaknesses among the followers are found out and these are tried to remove by providing training to them.

ROLE OF TRANSFORMATIONAL LEADERSHIP IN CHANGE PROCESS

Breaking the status quo and bringing down change is not an easy task as it is implemented on employees, and employees are of different nature and behaviour thus most of the times they resist change. Without their proper support it is not possible to bring any change. Transformational leadership plays an important role in bringing down change in any organisation. “The role of leader/leadership is also very important for developing and managing change in any organization by creating the suitable atmosphere within the organization to adopt change.”[6]. “The empirical research presents that the effect of transformational behaviour was particularly striking in the case of changes that are reactive, transformative, and that will change the character of the organisation.”[7].

Transformational leadership pays attention not only technological changes but also human relation aspects. In this leadership a leader is path finder and he communicates the vision in most effective manner by exercising skills. Organization which needs to develop change and bring innovation needs this type of leader. [8]

- Idealised Influence – “Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life.”[6]. “A positive attitude and good behaviors from managers will critically help in

changing the behaviors and performance of the employees at work.”[3] “The attitude and behaviors of the leaders substantially influence the performance of their subordinates.”[3]

- “Inspirational motivation- Successful change requires having the necessary motivation to change, using an effective change method, and reinforcing the change after it occurs so that it stabilizes and endures.” [5]. It needs a style of leadership in which a leader has a vision which is to be well informed and remind again and again at proper time to the employees and it also need an active involvement of internal and external stakeholders. [9]. “Motivating accounting for 13% of a managers time during organisational change.”[10]. “The effective leaders have clear and straight vision about future and the successful change needs to have a clear picture of future. Without vision the successful changes are very difficult. Kotter claims that it is very important for the leaders to communicate the vision. (Kotter, 1995)”. [6].
- Intellectual Stimulation- “To demonstrate the role of transformational leadership in organizational innovation, it can be argued that these leaders facilitate the generation of new knowledge and ideas through applying intellectual stimulation aspect that motivates employees to approach organizational problems in a more novel approach.”[2]. Those who are at the most senior positions in the organisation need to take the lead in taking proper feedback of their own leadership style and what effect it has on followers.[9]. “The openness to obtain feedback and suggestions from members were critical to successful organizational change.”[11]
- Individual Consideration- “Transformational leadership instils major changes at the organizational level through changing attitudes and assumptions at the individual level and creating collective.”[2]. Opportunities must be given to the members to learn and there must be development of the supportive network in the organisation. [11]

CONCLUSION

“Leadership change leader’s mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses employees to want to participate, to choose to contribute, rather than force them to do so.”[3]. It can be said that transformational leadership style plays a vital role in a process of change. After going through the several research papers and articles it can be concluded that the various dimensions of transformational leadership plays very important role in change process. Idealised influence of leader builds trust in employees which leads to reduce resistance to change from employees and thus makes a change easy to implement. It also influences the subordinates’ performance at workplace as well. Inspirational motivation encourages them to take one step further towards change. A clear deliverance of vision to the employees is a must to move towards successful change as it clears the confusion among employees and in this way confusion as a source of resistance is controlled by it. Intellectual Stimulation increase their involvement by which their level of comfort enhance during change process. Individual consideration helps them develop required skills which are required and thus their fear of being outdated reduces drastically and a confidence to work in changed environment increase. In this way we can say that all dimensions of transformational leadership helps employees to adopt change in an appropriate manner. It further reduces resistance to change which is truly a big hurdle in implementing change process. Thus we can say that transformational leadership not only help in reducing resistance to change but also help creates an environment in which employees embrace change in most effective manner.

Limitations

The present study is done on secondary data only. Most of the research papers which are studied are after the year 2000.

Recommendations for future Research

Future research can be done through primary research by selecting a particular sector in which successful change took place through transformational leadership. Other leadership styles an also be included to study their effect on change.

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