

## TRANSFORMATIONAL LEADERSHIP, A SUCCESSFUL MODEL FOR ORGANIZATIONS IN LEADERSHIP STYLES

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**Abstract:** *The issue of leadership as a phenomenon began in the 19th century and we even witness an earlier theory from 1885-1795 that was developed by the historian Thomas Carlyle, he called it the "Great Man" theory. This theory represents the leader as a different person from the rest of mortals, because this theory saw the leader as a messenger bearing the good news. And that he has the capacity and ability in his personality to shape the masses and turn them into society (the full range model of leadership. Leaders who have the capacity for leadership and action are the ones who will succeed in reaching the potential of the organization or society. From this theory arose another called the "trait approach" because it described the leader as a person with exceptional qualities. Later in the 1940s, the theory called "the situational approach" was developed. This theory focused on the behavior of the leader and not on his qualities, but this approach had drawbacks, like, if the leader is not able to shape himself then how can he motivate his people in his organization. That is why the search began for a strong model in leadership, which does not follow or according to the situation. Look for a theory that will have a character that will present its goals clearly, a theory that on the one hand can lead and promote the customs to the goals of the organization and on the other hand it shapes the situation. This model is expressed in the name "Transformational leadership" according to Burns 1978. Although there are many definitions of leadership, the principles of leadership in organizations are focused on the execution and promotion of processes whose principle and purpose are to lead in the design and determination of policy and its implementation. These processes include planning, defining procedures, building a vision and making decisions. This chain of events is also used by the road leader in motivating and leading his followers and encouraging them, because he instills in them the belief in their high ability. The leader always makes sure to act together in order to achieve a common goal (Bass 1990, Stogdill 1950, Bryman 1996, House 1971) and to solve problems together and not to rely on the skills of individuals, therefore the focus of leadership is on empowerment and not on control.*

**Keywords:** *leadership, styles, Transformational leadership, Transactional leadership, organizations, full range of leadership.*

**JEL Classification:** C29

## **Introduction**

Leadership is a process of influencing one person in a group on the other members of the group (Wikipedia). This group is a one that is united for the achievement of specific group goals, and it is very important to do it without coercion. Leadership according to Burns' claim "Leadership is one of the most common phenomena, and most incomprehensible on earth." (Popper, 2007). Likewise, James Burns interprets leadership as the ability to influence and bring about change to better moral behavior of the leaders. Another opinion of Micah Popper, he perceives leadership as a relationship, Also, every time there is one leader there is also at least one follower, therefore we have the relationships between them. These informal relationships between the leader and the follower may affect the degree of willingness of a group of people to act and do (Popper, 2007). The leadership also sets long-term strategic goals and conducts a constant examination of their validity (management theory). In continuity to Burns' claim, we witness many and varied definitions of leadership, and on the other hand, there is a lack of consensus regarding the essence of the "leadership" phenomenon. But in the literature that discussed the topic of leadership there is a special emphasis on transformational leadership which is leadership with qualities that lead to achievements and bring efficiency. And good organizational products are even better if we compare it with other leadership styles (Basu and Green 1997, Kahai et al. 2003, Jaussi and Dionne 2003, Zhang et al. 2011, Nederveen et al. 2009).

## **Review of the Literature**

What is leadership: Leadership is a phenomenon that we deal with a lot, but we don't see it and also understand it so little. This is the opinion of American researcher Charles Lindholm, a sociologist from Harvard University. According to the opinion of Micah Popper in his book *Formative Leadership, a psychological perspective* (2007), he claims that three research approaches to the concept of leadership phenomenon should be pointed out, the first should be focused on the leader, the second focuses on the circumstances of the growth of leadership and the third focus is the one that deals with subjects, in which the creators of the leaders should be seen. There are also those who define leadership as the way of thinking and conduct of the leader whose experience is how to convince a group of people in order to achieve a common goal (Bar Haim, 2017). In the author Bar Haim's 2017 book, he defines the term leadership in several diverse definitions, such as, "Leadership is the behavior of one person, which directs the group's activities to achieve a common goal" in the organization. Another definition, this leadership is a special kind of power relations, these relations are characterized through a perception of people in a group, according

to which another member of it has the right to outline patterns of behavior for them, as members of a group." Another definition is "Leadership is an interpersonal influence aimed at achieving common goals for a group of people". Also, an opinion that says leadership is a process of influencing the activity of a certain organized group in achieving common goals for that group. So, from these definitions it must be understood that in leadership there is a leader and those who are led, it is also a phenomenon that occurs in a group of people, friends, who have a purpose to achieve goals (Bar Haim, 2017). The first empirical study that dealt with the phenomenon of leadership was based on the "great person" approach or (the traits approach), that the leader is a person with exceptional qualities. It is these qualities that explain his influence on the subjects. Another explanation for leadership is that leadership is a dynamic relationship, this observation assumes that leaders and followers are the ones who together create effective leadership. This relationship is a tripartite model of dynamic interaction between circumstances, leaders and the subjects (Poper, 2007). It should be added that the rational aspect of the relationship between a leader and the led are in an "exchange" manner, in other words that they or between them have a deal that still exists as long as they are satisfied with it. In the moment of the lack of mutual satisfaction between them or any change in the terms of the deal, something that will put an end to the relationship or require them to be redefined.

## **Leader**

The leader is the one responsible for the effectiveness of the organization and the success of the organization which depends on him and the quality of the leader (Oplatka, 2015). Another opinion about this leader is, a leader is a charismatic person, this person also has the ability to lead a group of people for a certain action (management theory in the organization). According to Yizhar Oplatka (2015), he writes and defines the leader in the organization who is seen as a kind of mediator between the desires and abilities of his subordinates and the goals and requirements of the organization. According to this mediation, it is intended to obtain satisfied employees and also to have high organizational outputs. There are definitions that claim that there is a connection between leadership and the processes of social influence in which one individual has the ability to exert a deliberate influence on others in order to understand activities and relationships in a group or organization (Oplatka, 2015). It is also necessary to find from the Greek period a systematic discussion of leadership (Popper 2007), according to the Greek philosopher Plato that the true captain is not in his physical strength, Rather, it is he "who must give his opinion about the seasons of the year and the hours of the day, about the sky, stars and winds, that is the man who deserves to rule the ship" and the head of the

state must know the idea of the state. Leadership is meant to serve justice and the good of the followers and that the leader be free of private property and that he seeks the achievement of the goal for the benefit of the group. According to the claim of the philosopher Plato that the leaders will come from among "the wise". The philosopher Plato and the philosopher Thomas Carlyle from the 19th century both agree that the role of the leader is to "do good" and contribute to society (Poper, 2007). On the opposite side, there is the opinion of the Italian thinker Niccolò Machiavelli, his attitude towards his leader, The task assigned to his leader is to achieve the goals he has set for himself, but not to achieve moral ideals, he also says that morality does not dictate rules of conduct to him, but on the contrary, morality is a tool he uses to achieve his goals as a ruler (Poper, 2007). Leaders with a character of tolerance for peers, these qualities claim the researcher Jackson (Jackson, 2000) and they are prominently present in and among leaders with a character of a formative leadership style. These are leaders who tend to drive processes and practices and improve and change the existing rather than preserve it.

### **Transformational leadership**

Leaders who are characterized by a formative leadership style are the leaders who encourage the search for creative solutions. Leaders in this style are also boundary breakers, so this style must be distinguished from the others. From this point of view, it should be noted that literature dealing with leadership especially emphasizes the transformational leadership style, which is of character and quality leading to the achievement of achievements. and emphasizes efficiency and better organizational products compared to other leadership styles (Nederveen et al., 2009, Zhang et al., 2011, Basu and Green, 1997, Kahai et al., 2003, Jaussi and Dionne, 2003). The formative leadership style is reflected in changing values and perceptions, and in the ideals and personal beliefs of the group of employees (Bass, 1985, Yukal, 1999). In a formative leadership style, they motivate the employees and their subordinates by empowering them, due to the increase in their motivation and the change in their attitude (Bass, 1985).

The designer leader encourages his subordinates to examine every subject and every occurrence, from several different points of view and this is how the message is carried out and received "learning and development are an integral part of the processes of execution and achievement of goals" (Hetland et al., 2011). It is important to note and emphasize that leaders shape their style and succeed in encouraging the personal development of their subordinates (Bass, 1985) but on the other side of the parallel it is important to note that they bring their subordinates as a collective, and act in accordance with the vision and values they share in order to

achieve them (Barbuto 1997, Bass and Avolio, 1994). This formative leadership style is a leader who encourages his group of leaders and brings them to high performances that are beyond what they have already defined for themselves and that is before they started their mission,

This leader does this by introducing the importance and value of the desired goals in the minds of the employees, and also, he emphasizes the relation of their need for self-realization to their realization and achievement of the organizational goals (Oplatka, 2015). The full range model presents the five elements of formative leadership:

- Intellectual stimulation - This leader is the one who encourages his people to think in new and creative ways and challenges the existing ways of thinking.
- Personal consideration (individual)- Here the leader must provide his employees with a supportive climate, the leader often and maintains personal relationships with each of his employees.
- inspirational motivation - works how the leader expresses a vision to his group and he encourages teamwork in them, brings optimism in achieving the goals, this is a motive, and the result is that the employees are strengthened, and their self-confidence increases.
- personal impact - is that the leader has a significant interaction with each of his followers privately, something that brings and shapes their consciousness.
- charismatic influence - Here the leader serves as a role model for his subordinates, and he makes them identify with him and his ideas.

This formative leadership style always strives to change the leaders and subordinates of the leader and also to cause them to change their feelings, and their values, morality and standards and goals, this leads them to strive for higher goals than expected (Bar-Haim, 2017). A formative leadership style has been researched and developed in the "full range of leadership" model by the two researchers Bass and Avolio (this leadership creates a continuous sequence of the terms effectiveness and the activity of the leader).

### **Business leadership and rewarding**

The rewarding leader style is a leader who works to achieve his goals through reward and punishment. This leader believes that his workers or his team in the organization are working from the utilitarian approach, and so they always try to achieve their interest at any price. A business leader is the one who makes deals with his people. Therefore, he does not focus on the personal needs of each of his group of people, but rather he relies on a personal appeal to the interests of each of the group. Bass and Avolio 1994 (apud Bar-Haim, 2017) they describe the rewarding leader as

someone who operates in the existing organizational culture system, therefore this leader tends to avoid risks, he is aware of the limitations of time and efficiency, and he also prefers control and control through processes and procedures over formulating goals and a management philosophy (Bar-Haim, 2017).

According to the full range model for leadership, it is based on three components:

- Conditioned reinforcement- This type is built and based on defined exchange relations, between the leader and his subordinates, they are rewarded by their leader in a variety of ways such as, salary increase, improved working conditions. Leaders who adopt this style make sure to set a clear goal and on the other hand, they explain to their people what is expected of them and what is the reward they will receive for carrying out the task and achieving the goals set for them (Bar-Haim, 2017).
- Exception management, active- The leader looks for and locates faults and mistakes from the standard ones and then he takes preventive action.
- Passive - In this style, the leader does not intervene unless his subordinates do not meet the standards and rules that have been established, therefore this employee is active and tends to maintain the existing and manage closely to the status quo.

## Conclusions

It is the style of formative employees that make their subordinates and their leaders act "above and beyond expectations" according to Bass's claim. These leaders work above the norms accepted in the given environment, formative leaders also invest efforts that are not expected of them, they are above the norm, formative leaders cause their followers to be more and more than they expected of themselves and to be more empowered in the psychological sense and bring them to more faith in self-sufficiency (Poper, 2007).

On the other hand, there is the rewarding leader who, in his best case, makes the subordinates cooperate with the leader, and this is out of considerations of feasibility in order to reach the required level of performance, But at the same time, this leadership style does not encourage creativity and innovation, nor does it cause an internal and deep commitment among the followers like the designer employees does (Bar-Haim, 2017). According to the author Meir Lirz, 2013 in his book *The Manager as a Leader*, he agrees that "a leader is the one who strives and works to get people to act to achieve goals, And he must achieve cooperation out of desire and not coercion, and that he must build the morale of his team so that they feel that they are achieving something together that is worth striving for" (Meir Lirz, 2013).

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