

An Empirical Study for Adopting the Dimensions of Transformational Leadership in IT Companies

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Abstract: *Introduction: Transformational leadership is characterized by leaders who are able to motivate, convince, and intellectually stimulate their followers, so compelling them to choose the requirements of the organization over their own personal demands. Transformational leadership describes leaders capable of transcending their followers' self-interests through individualized attention, intellectual engagement, inspiring motivation, and idealized influence.*

Objective of the study: This research will provide answers to identify the level of adopting the dimensions of transformational leadership in IT companies

Research Methods: Descriptive research is used and this study based on quantitative methods.

Findings and Conclusion: Finally, the overall results indicate that transformational leadership dimensions are overwhelmingly recognized and viewed favorably within the organization.

Keywords: Transformational leadership, Organisational Culture, Built Trust, Acts with Integrity, Encourages Others, Encourages Innovative Thinking.

Introduction

Leadership is the primary component that determines the path that employees take in an organization. In addition to establishing the organization's vision and purpose, a leader is responsible for cultivating an environment that encourages creative thinking and growth. The choice of leadership style has the potential to have a direct influence on the organization's culture as well as its organizational structure. It is possible that a more collaborative approach will result in a structure that is flatter and less rigid, whereas an approach that is more authoritarian and top-down may result in an organization that is highly structured and hierarchical. Companies that have competent leadership have the ability to rapidly design and implement business plans that are effective in achieving success.

Companies are required to undergo continuous change in order to remain profitable and relevant in the modern business environment, which is increasingly competitive and globalized. The way that we think about management has been altered as a result of the emergence of knowledge-based economies, rapid advancements in technology, and the spreading of globalization. We are in need of leaders who are able to adapt and adjust, rather than those who strictly adhere to regulations. In recent years, transformational leadership (TFL) has emerged as a powerful tool for fostering innovation, motivating employees, and bringing about change inside an organization.

Transformational leadership is characterized by leaders who are able to motivate, convince, and intellectually stimulate their followers, so compelling them to choose the requirements of the organization over their own personal demands. In industries that operate in contexts that are both rapidly changing and extremely complex, like as the information technology (IT) industry, where businesses rely heavily on virtual teams, the exchange of information, and the collaboration of individuals in order to generate new ideas, this kind of leadership is of utmost importance.

Transformational leadership describes leaders capable of transcending their followers' self-interests through individualized attention, intellectual engagement, inspiring motivation, and idealized influence. The more powerful the culture of a business, the more it affects how its employees act. Employees will be happy with their jobs if they feel comfortable with the culture at work. Leadership is a big part of what makes people happy at work. Transformational leadership is a type of leadership that makes people feel good about their job by giving them support, inspiring them, and giving them confidence. In the mining business, where employees confront a lot of challenges at work, a transformational leader is essential since it takes a lot of skill and expertise to do the job (Rifai & Susanti, 2021). Transformational leaders may influence how people think by giving them clear guidance and assistance, and they can treat everyone fairly.

Literature Review

Leadership has a huge impact on an organization's ability to succeed because it sets the goals, strategies, and values that guide its work. Leaders help shape the structure of the business by

using their power to make decisions and create an environment where employees feel motivated and supported to do their best work. To be a good leader, you need to be able to encourage and lead your workers, provide a clear vision for the organization, build a strong team, and make smart decisions that help the business grow. A carefully planned organizational structure will make sure that employees have a clear, cooperative space to attain their full potential, which will help them consistently move toward future goals.

Over the past three decades, transformation leadership theory has received considerable attention from experts in organizational leadership. This hypothesis was first developed by Burns (1978) and then elaborated on by Bass (1998) and others. Transformational Leadership Theory: Leaders can inspire and motivate people to perform beyond what they aspired to do or believed was possible (Krishnan, 2005). The philosophy has four main pillars which are idealized influence, inspirational motivation, intellectual stimulation and personalized consideration. This form of leadership is a transformational leader who helps shape and improve their subordinates' objectives to blend with the larger vision and mission of the organization by focusing on followers' values, beliefs, and needs (Burns). It is much beyond transactional interactions. Beyond simply boosting employee engagement and performance, this alignment strengthens corporate growth and innovation over the long term.

A study by (Abelha, Carneiro, & Cavazotte, 2018) explores personal attributes and organizational context of transformational leadership – job satisfaction relationship. Job satisfaction is the most widely studied attitude in the organizational behavior literature and since it is defined as an individual's positive evaluation of their work experiences. Public institutions have mechanistic organizational characteristics; bureaucracy dictates performance and leadership is subordinated to the organization. The effect of organizational characteristics and personnel factors on transformational leadership: investigating the moderating effects of type of organization, staff member field of training specializing, and gender on effective leadership to satisfaction with job.

This article contributes to the field in that most studies pointing out some positive contribution of transformational leadership regarding knowledge management, whereas the study (Al-husseini & Elbeltagi, 2018) focused on transformational leaders. However, actual studies exploring information sharing and transformative leadership in higher education of developing countries such as Iraq are however absent. The objective of this paper is to see how knowledge sharing influenced by four elements of transformational leadership i.e.

To derive the hypothesis, a correlational research design methodology is adopted (Prameswari et al., 2020) to explore survey organizational service approach by transformational leaders and corporate environment affect employee performance through creative work behavior as an intervening mediator. The literature suggests that a positive and strong association exists between the organizational environment as well as employee performance especially towards transformative leadership. In both cases, creative actions that employees take on the job are intervening. There has identity not only be better prepare the Indonesian people, but face up towards Fourth Industrial Revolution which require more invention and creativity, so further research with a larger sample is required.

Researcher (Senjaya & Anindita, 2020) Through the distribution of questionnaires to 325 mining sector employees, the study sought to determine if organizational culture and transformational leadership may serve as a suitable foundation for boosting company loyalty through job satisfaction. The effect on employees' conduct inside a company increases with the strength of its culture.

The organizational atmosphere is established before the workplace environment and has been thoroughly examined in relation to organizational conduct and effectiveness. This result validates our first premise. Additionally, the impacts of transformative leadership on turnover intention were partially moderated by organizational commitment. This outcome is in line with other studies and the hypothesis on the connection between innovative management and work attitudes, such as organizational commitment and turnover intention, in human services companies (Kaur Bagga, Gera, & Haque, 2023a).

Study (Makhijani, Dr. Vanshika Ahuja & Kaneenika Jain, 2024) Specifically, the purpose of this research is to investigate the impact that transformational leadership has on the levels of organizational commitment, work engagement, and employee performance within the setting of Indian information technology enterprises.

Objective of the Study

This research will provide answers to identify the level of adopting the dimensions of transformational leadership in IT companies

Research Methodology

This research examines the level of adopting the dimensions of transformational leadership in IT companies. Although, descriptive research will be used and this study based on quantitative methods.

Sample Size

Determining the size of the sample is one of the important stages in the research process. The accurate size of the sample will lead to a feasible analysis result. The total number of samples considered for the survey is 408.

Analysis and Discussion

The table below enumerates the five aspects of transformational leadership style identified by the researcher in the survey to evaluate the extent of adoption of transformational leadership dimensions throughout IT firms. The descriptive statistics indicate that the mean values for the five dimensions of transformational leadership are 3.7451, 3.6713, 3.8946, 3.7610, and 3.7485, respectively, accompanied by a minimal standard error of the mean. This suggests that all selected IT companies are implementing the five dimensions of transformational leadership, which include building trust, acting with integrity, encouraging others, fostering innovative thinking, and coaching and developing personnel. The table below indicates that the standard deviation and variance values for all dimensions of transformational leadership are notably low,

demonstrating a high level of adoption of transformational leadership in the selected IT organizations.

The standard deviation values, spanning from 0.71 to 0.84, denote substantial diversity in responses, implying that although the majority of respondents recognize a satisfactory level of adoption, there exists some divergence in their perspectives. The low standard error values across all variables indicate that the sample means are dependable estimates of the population means.

Subsequent inspection of the table below indicates that the skewness values for all variables range between +1.96 and -1.96, so demonstrating a favorable level of normality in data distribution, alongside a significant adoption of transformational leadership within the selected IT organizations.

Table 4.22: Descriptive Statistics to identify the level of adopting the dimensions of transformational leadership

		BT	AWI	EO	EIT	CPD
N	Valid	408	408	408	408	408
	Missing	0	0	0	0	0
Mean		3.7451	3.6713	3.8946	3.7610	3.7485
Std. Error of Mean		.04155	.03518	.03802	.03960	.03630
Std. Deviation		.83936	.71066	.76806	.79995	.73315
Variance		.705	.505	.590	.640	.538
Skewness		-1.161	-1.004	-1.888	-.970	-1.268
Std. Error of Skewness		.121	.121	.121	.121	.121

From the below mentioned figure 1, analyzing the histogram of BT, we see that data seems to be mildly negatively skewed, where most responses are towards the right side of the scale. Based on 408 responses, the data indicated that the mean score of BT was 3.75 with a standard deviation of 0.839. This implies that the positive correlation between BT and transformational leadership dimensions was high as the respondents were relatively in agree position with some statements related to BT.

The second histogram shows that most of the responses are centered between 3 and 5, with only a few being at the lower end of scale. The normal curve superimposed on the histogram shows that data closely follows a normal distribution, although slightly left skewed, indicating respondents were predisposed towards positive attitudes about BT. Generally, graphical analysis aligns with the descriptive statistics and shows that BT are well-received by most respondents.

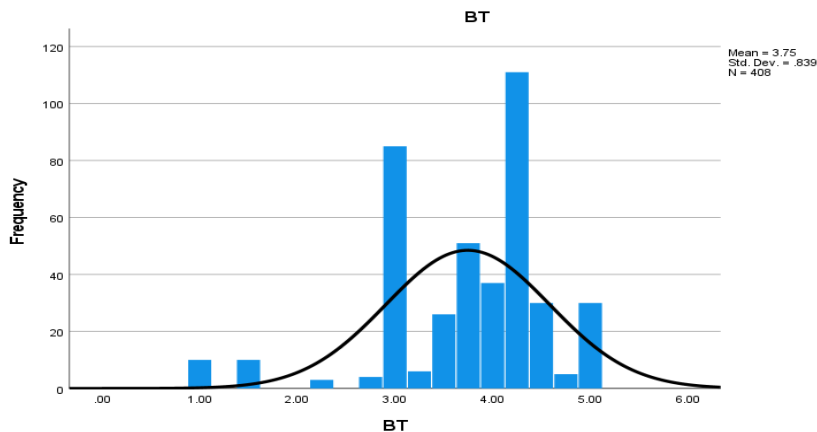


Figure 4.12: Normal Distribution of Build Trust (BT)

In the below histogram for AWI, we can see that the responses are centered mostly between 3 and 5 indicating most respondents agreed to the statements related to AWI. AWI has an average value of 3.67, a standard deviation of 0.711, and it was based on 408 responses. This shows a good level of implementation of the AWI dimension by respondents.

With an increasing amount of responses at the higher end of the scale and very few towards the lower end, that suggests a slightly negative skew to the distribution. A lower value of standard deviation also indicates that the respondents opinions on AWI are more or less similar.

The normal curve overlay on the histogram indicates that the data are likely to follow a normal distribution, as evidenced by mild left skewness interpreting positive attitudes towards AWI practices in the organization. Overall, the graphical survey is an affirmation that AWI is generally endorsed by the respondents not only little behind in levels of adoption than some other dimensions of transformational leadership.

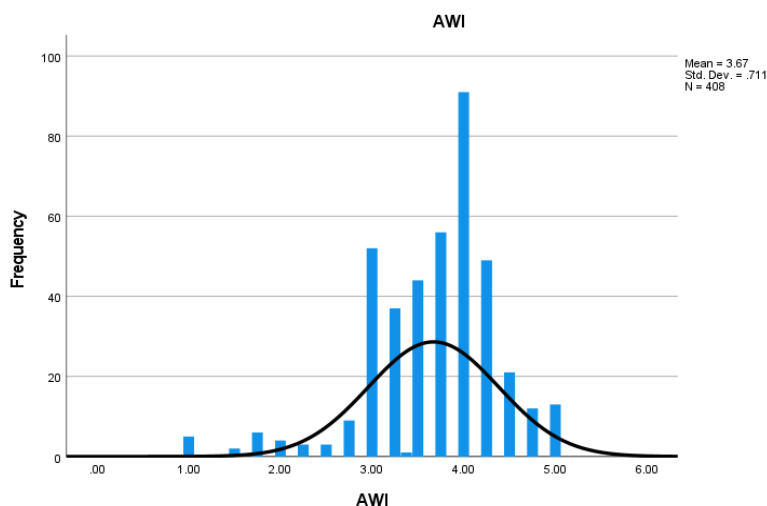


Figure 4.13: Normal Distribution of Acts with Integrity (AWI)

As seen in (Figure---), the histogram for EO with data points at three years, shows that responses are heavily clustered towards both ends of the spectrum denoting strong consensus around this transformational leadership dimension by respondents. 408 responses indicated a mean score of 3.89 (0.768). This shows EO is the most relevant of all transformational leadership dimensions assessed in this study.

The distribution is left-skewed because most of the answers are highest scores and there were less answer on the lower-end. The histogram indicates strong clustering of responses towards values between 3.5 and 5.0 suggesting that the perceptions of EO practices in the organization are generally positive.

The histogram with a normal curve indicates that the data follows a normal distribution to an extent and the large left skew reflects this strong propensity of respondents toward positive responses. The graphical review supports that EO is uniformly and positively endorsed by respondents which allies with EO being the most complete transformational leadership dimension in this study.

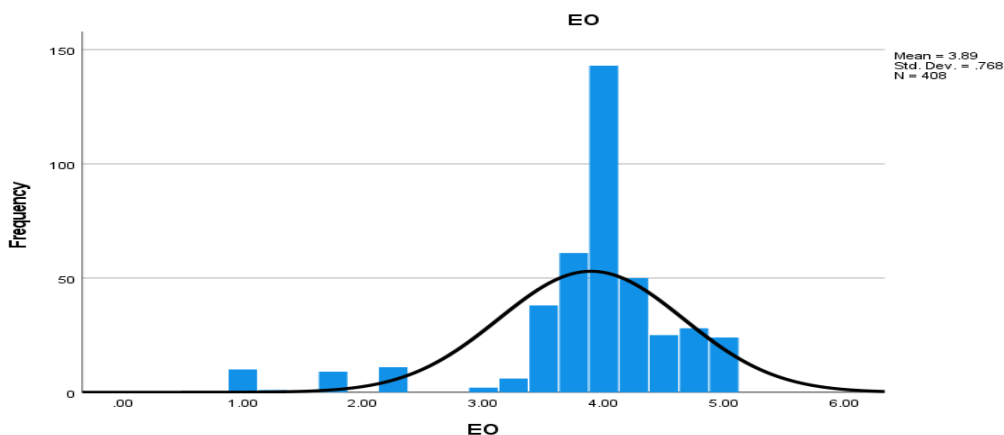


Figure 4.14: Normal Distribution of Encourage Others (EO)

The histogram of EIT illustrates the responses clustering around between 3 and 5 which reveal that respondents generally agreed with regard to this transformational leadership dimension. Exemplary Interdisciplinary Teamwork (EIT) The mean score of EIT is 3.76 ± 0.80 based on 408 responses; Reading this you can understand that EIT is adopted heavily by the respondents. The distribution looks to be slightly negatively skewed, where most of the respondents chose higher values in the scale and comparatively low responses seem to have been recorded from lower end. As responses cluster around the higher scores, this suggests a positive perception around EIT practices in your organization.

The normal curve overlaid on the histogram indicates that data are approximately normally distributed with a slight left skewness indicating a desire for more favorable responses. The average standard deviation corresponds to a relatively moderate (about 0.7) perception of variation in the opinion and slows moderate rates of agreement among the respondents regarding their responses.

To sum up, the graphical analysis also portrays that EIT is favourably implemented with a survey response amongst EIT respondents and evidently along with transformational leadership represents a significant dimension within the organisation.

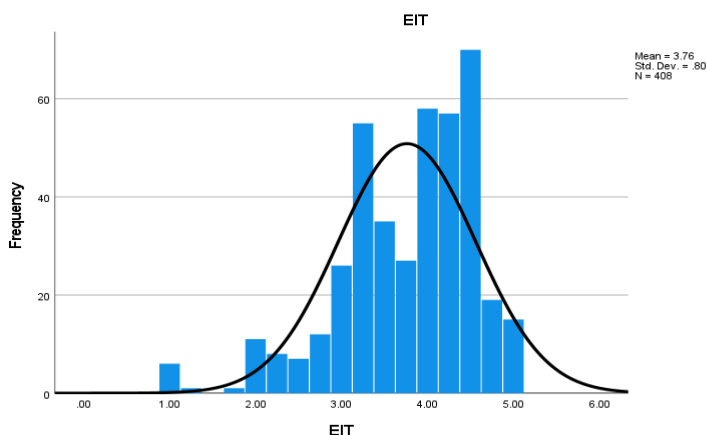


Figure 4.15: Normal Distribution of Encourage Innovative Thinking (EIT)

The histogram for CPD shows that most of the answers are between 3 and 5, indicating that respondents agreed with the statements related to this transformational leadership dimension. Based on 408 responses, the CPD mean score was 3.75 with a standard deviation of 0.733. This indicates that CPD is already high among many respondents.

The distribution is negatively skewed because there are more responses at the upper end of the scale and few toward the lower end. This pattern demonstrates that respondents have a positive impression of CPD practices getting organized in the organization.

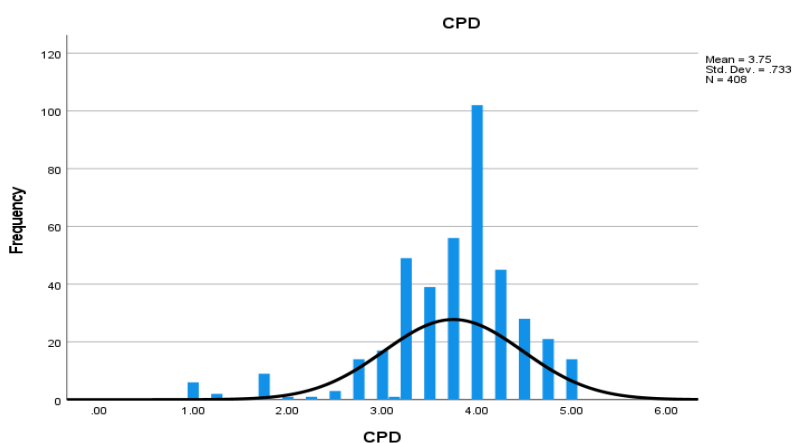


Figure 4.16: Normal Distribution of Coach and Develop People

Overall, the descriptive statistics reveal that all the dimensions of transformational leadership are positively and highly adopted in the organization, with EO emerging as the most strongly adopted dimension among the respondents.

Summary of Findings and Conclusion

Response data were obtained for 408 of the participants, and no missing data occurred in any of the transformational leadership dimensions. All the dimensions of transformational leadership have mean scores above 3.5 which shows that they are widely adopted by the respondents. The strongest suggested as de facto practice in the organization is EO, with highest mean score (Mean = 3.8946) indicating a degree of implementation. The lowest general mean had been recorded by the AWI (Mean = 3.6713), nevertheless it still mirrors a high level of adoption. The standard deviation values were between 0.71066 and 0.83936, which indicates that the opinions of respondents regarding the transformational leadership dimensions are moderate to varying degree. BT had the most variable responses (SD = 0.83936) compared to AWI, which had the least variable response (SD = 0.71066). Negative skewness values that were obtained showed the higher concentration of responses towards upper end of agreement scale on all dimensions. EF had the lowest negative skewness (/), and for this dimension, the majority of respondents agreed with these statements. Finally, the overall results indicate that transformational leadership dimensions are overwhelmingly recognized and viewed favorably within the organization.

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