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THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL INNOVATION AND SUSTAINABLE SUCCESS

Andrea Ligon
mrsligon11@gmail.com

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Running head: TRANSFORMATIONAL LEADERSHIP

THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL
INNOVATION AND SUSTAINABLE SUCCESS

By

Andrea Ligon

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Abstract

Leadership is crucial to organizational development. The achievement of goals and objectives relies on the leader's ability to set up the personnel in the right direction and orientation. A transformational leader masters the art of motivation towards the workforce. The leader acts as the support system for the employees who rely on inspiration and motivation. The utilization of different leadership styles acts as a communication platform for the frontrunner's ideologies and principles. The transformative element in leadership is integral in the implementation of the right change as well as promoting engagement within the organization. The future success of an institution is centred on the leaders and their ability to inspire and direct the organization towards the right goals and objectives. Transformational leaders promote collective decision making, creativity, and innovation in the workforce.

Keywords: Transformational leadership, Transformational Leaders(TLs), creativity, innovativeness, innovators, intellectual stimulation, personality, personality type, employee engagement, sustainability, success, motivation, idealization of behaviour,

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Introduction

A leader is an individual who is able to influence their followers through proper communication which results in the attainment of common goals and objectives. There are different types of leaders and each relies on different styles to organize and influence their followers. For example, political, corporate, and religious leaders possess different qualities that aid in the communication of ideas. The global scope in organizations calls for a new outlook in leadership since there is a need to maintain a productive workforce in a competitive world. Leadership attracts an interpersonal touch to organizational processes (University of Cambridge, 2017). The transformational concept of leadership aids in the adaptation of change within the organization. Also, the transformational leader inspires, encourages, and motivates the personnel to long term sustenance of change (Meyer et al., 2016). The focus of this paper is to analyse the role of transformative leadership in inspiring, encouraging, motivating, and supporting the organization to innovate and adapt change which is essential in future success.

Transformational Leadership

According to Meyer et al. (2016), transformational leadership helps the organization and the leader influence and sustain change. Influence means a spearhead's ability to convert his followers into leaders. The transformational element helps organizations and the personnel transition into the novel changes and ideas. The conversation of employees to leaders leads to the stimulation of new ideas and practices which improve organizational performance and long-term profitability and success (Grin, Hassink, Karadzic, & Moors, 2018). In essence, a transformational leader enhances the motivation levels, teamwork, and other processes within the organization.

Moreover, transformative leadership is focused on organizational changes which lead to the development of the firm's goals and the employees (Meyer et. al., 2016). The leader overlooks personal development and goals to focus on the organization's development. Also, the leader communicates and influences the team through a shared vision, inspiration, and motivation that encourages the adoption of ideal behaviour. Part of the transformative processes includes teamwork activities that promote overall engagement and participation in organizational goals. Shared vision and goals allow the leaders and the workforce to develop a proper understanding of the goals. Therefore, the organization's ability to adapt to the transformational concepts and leaders lead to the initiation of the overall and behavioural change.

Transformational leadership is a promising prospect for the organization. The adoption of transformative concepts leads to the betterment of organizational processes. For example, resolving major concerns and the creation of new paradigms within the firm. A transformational leader influences change through open communication which enhances the flow of information as well as maintaining meaningful connections between the management and the employees. Information flow between the employees is in the form of training, team building, and other activities that are cohesive in nature (University of Cambridge, 2017). To function as a team, the organization should embrace motivation, common goals, and visions for the individual and the group.

The transformational leader builds a foundation for motivation through setting goals and standards for the overall performance of the organization. According to Orabi (2016) enhancing organizational performance is attained when transformational frontrunners influence the process positively. An example of a transformational leader is Steve Jobs, the inventor, and CEO of Apple. To shape a successful company, Steve Jobs' career is built on passion, perfection and the

need to attain goals and objectives for the future success of the company. As a leader, Steve Jobs challenged his employees into creating new products and services (Bhasin, 2019).

Origins of TL and the Merits and Demerits

The transformational leadership model traces back to James Downton and it was further developed by James Macgregor, a leadership expert. The model focused on the envisioning of leaders and their contribution to the team's ability to attain challenging goals. Further development of the model led to the psychological notion which factored emotional indulgence in leadership and its influence on the followers. The ability of an individual to connect with others on an emotional and professional level is considered crucial to institutional success. The transformative approach is significant since it helps the leader and the followers to balance short term and long-term goals. The approach helps in the adaptation of new ideas and processes within the firm.

Core Concepts in Transformational Leadership

Shared Vision

Organizational performance and success rely on shared interests and vision. A common vision is developed through stakeholder interests and mobilization to create an excellent understanding of executive strategies and goals. Stakeholders in an organization include the management, employees, and other parties whose actions affect the firm's functions. A shared vision is a common ground that eases the decision-making process as well as preventing misunderstanding within the establishment. The leader should possess the right qualities to convince the employees of the organization's vision. The proper articulation of the vision leads to the re-organization of the structures to support the vision and new ideas. In essence, the firm

relies on shared vision and goals to promote cooperation and collective responsibility among the stakeholders.

Besides, transformational leaders (TLs) utilize the concept of opportunities, control, and support to enhance employee performance. To provide the necessary support to the subordinates, TLs focus on individualized consideration which is a personalized approach to motivation and encouragement. As a support system, the TL encourages the followers to act and nurture personal and organizational goals. The leader influences the overall perception and attitude towards goal achievement. Transformational leadership contributes to the professional development of an individual, and thus, leading to growth, independence and empowerment of the employees and the organization. For example, worker empowerment involves the delegation of duties, provision of resources, and aligning the organizational processes to fit the employee needs.

Inspirational Motivation

A transformative lead has the ability to inspire the employees in a positive way. Motivation is an intrinsic trait that seeks to undertake change within the organization. Motivation encourages participatory teamwork which is key to cooperation and change management. The inspiration of stakeholders leads to the initiation of change. To attain high motivation, the leader should inspire the employees to adapt to change which in turn enhances performance and stabilization of organization prospects (Hoch, Bommer, &Dulebohn, 2017). Essentially, inspiration and motivation contribute to positive outcomes.

Motivational processes by TLs align with objectives and goals and the results are in the performance. The motivation of the workforce leads to a heightened awareness of the importance of cooperation and other valuable goals for the organization. Motivation is a form of

encouragement and it often transcends personal interests. TLs lead to the activation of the organization's vision, and thus, they are role models. Inspiration involves emotional ties with the followers who adapt to the new changes. The subordinates emulate their leaders which promote more achievements for the individual and the organizations. Part of inspiration is the creation of ideological vision which is aimed at a collective future (Steinmann, Klug, & Maier, 2018). TLs contribute to team spirit and cooperation. In essence, inspirational motivation is a way of challenging the status quo through intellect and other leadership qualities.

Idealized Behaviour

Organizational culture is the key to maintaining operational efficiency and success. The transformational leader acts as a tool to influence and maintain the right balance during uncertainties. Idealized behaviour is built around the organization's goals, expected values and prospects and other elements in the construction of a tight-knit team (Hoch, Bommer, & Dulebohn, 2017). The leader is responsible for enhancing team synergy by eliminating resistance towards change. The frontrunner should help the institution and people to accept the vision and goals. A transformative leader is idealized as an intellectual, innovative, and entrepreneurial who transcends personal interests.

Organizational behaviour and structures are idealized approaches to goal setting. Behaviour contributes to the regulation of actions and their effects on individual and organizational performance. The TLs are responsible for setting the goals for the followers. The leader introduces a sense of purpose for the subordinates. Having a positive role model leads to the goal-striving processes for the employees (Steinmann et al., 2018). The leader's inspiration is crucial to the formation of the right thought, affect, and behaviour for the supporters. Self-

regulation is based on the leader's ability to instil the right virtues and values which aid in rational decision making.

Intellectual Stimulation

Organizational performance and sustainable ideas are based on intellectual stimulation. The leader is responsible for igniting the subordinates' minds and stimulating their creativity. The frontrunner demands the best which is based on new ideas and alternative methods of accomplishing goals and objectives. Intellectual stimulation is based on informational exchanges between the leader and the subordinates. The appreciation of new ideas and feedback is a want to challenge the organization towards a new direction. The TLs and the followers should utilize a positive connection to build brainstorming sessions for new ideas. In essence, intellectual stimulation is a way to promote performance, attitudes, and beliefs in the establishment.

According to Agyemang, Boateng, and Dzandu (2017), a TL is able to discern, understand, and articulate the different problems and issues affecting organizational performance. The proper articulation of strengths and opportunities helps the organization plan for the resources. Strategies provide the firm with comparative opportunities. Also, the identification of weaknesses and threats is part of intellectual stimulation (Agyemang et al., 2017). The TLs and the followers aid in problem solving, proper analysis of situations, and the pursuit of innovative and creative methods to improve organizational performance.

The transformation process involves the creation of the right environment for the leaders and the followers. An ideal setting promotes tolerance to extreme positions and conditions. A transformational leader nurtures follower to the extent of questioning their values and beliefs. The creation of new beliefs leads to better solutions to the various issues affecting the institution (Agyemang et al., 2017). TLs seek to minimize glitches within the organization; this means

active problem solving, resilience, and the ability to sustain momentum in organizational activities.

Successful and high-growth companies rely on transformational leaders to encourage the employees to think and analyse their issues creatively. Abou-Moghli (2018) reveals that a transformational leader plays a vital role in developing creativity among workers. Intellectual stimulation is an exploration of different angles and better solutions. For example, the use of technology to improve production processes, communication, and other activities is part of the creative solutions to organizational issues. The transformation leadership style results in commitment from the employees (Agyemang et al., 2017). The stimulation of the workers to think creatively leads to growth as well as a change in attitude and passion for the organizational goals. In essence, intellectual stimulation encourages increased creativity which in turn improves employee loyalty and commitment to the establishment's goals and activities.

Employee Engagement

Worker engagement processes are crucial in building teamwork and synergy. The coordination of team activities prevents resistance in the implementation of organizational strategies. The engagement of the employees focuses on building energy within the workforce. The leader facilitates the organizational processes to introduce new ways. Possession of traits such as empathy and altruism contribute to the trust of the supporters. Also, the leader relies on rhetorical skills and intelligence to motivate the subordinates (PutriHandayani, 2018). It contributes to commitment, attitudinal change, and institutional and individual goals.

Moreover, the engagement generates a positive attitude towards the organization. Engagement represents an employee's ability to dedicate their physical, cognitive, and emotional resources to perform their duties. A perfectly engaged employee possesses a sense of self-

investment and passion for in-role and extra-role responsibilities. Fully engaging in the organization requires an emotional and intellectual commitment to the company. The engagement mantle is explained by the “say, stay and strive” behavior. Attachment to the organization is a result of positive engagement (PutriHandayani, 2018). Therefore, worker engagement is an expression of commitment to organizational goals, vision, and mission.

Goals in Transformative Leadership

Transformational leadership is an effort to develop followers through high levels of motivation, inspiration, and encouragement from the leader. The transformational leader is an initiator and creator of change within the firm. The process of transforming the followers leads to the pursuit of a higher purpose in creativity and growth for the institution. According to Jiang, Zhao, and Ni (2017) being a transformational frontrunner help in enhancing sustainable performance from employees. Transformative leadership relies on internal and external elements in the organization to create the necessary changes for sustainable growth (Permadi, Musadieg, & Prasetya, 2018). For example, organizational structures, systems, visions, goals, values, and culture contribute to the overall success of a leader.

The transformative approach to leadership is an effective tool in dealing with global uncertainties in the business environment. An organization’s ability to survive in uncertain market conditions is influenced by the leadership and the human resources in the firm. The leader’s capability to acquire and manage the employees is a key determinant in success and performance. The ability to inspire and encourage employees is an asset to future success since the organization can hire and retain a productive workforce (Permadi et al., 2018). Essentially, the transformational frontrunner provides the right motivation and encouragement for an effective and efficient workforce.

Innovation and risk-taking are crucial to organizational expansion. The transformational leader is responsible for inspiring and encouraging the employees to take risks and solve issues through creative means. The leader is focused on the outcome and people and team orientation. The people are essential stakeholders since they are organizational resources. The establishment relies on aggressiveness to adapt to competition (Permadi et al., 2018). Also, aggression in the achievement of goals contributes to increased profitability and stability within the organization.

Transformational leaders are role models who adopt supportive actions towards their followers. The leader is obligated to set an example for the followers who in turn adopt the transformation mind-set leading to success. The leader's triumph is evident in the ability to make difficult decisions; also, the consistency of a frontrunner is a key attribute in success. Provision of support is in the form of team-building exercises that promote the team and individual dedication towards the organizational goals. The TLs invest their energy and time in the development of appropriate teams (Yaslioglu & SelenayErden, 2018). In management, transformational leadership is evident in high performance. Through transformative leadership, the establishments can align their goals with the right team as well as perform.

Application of the Core Concepts in Transformational Leadership

Individual Growth and Development

Transformational influences on an individual and organization are evident in personal growth and the development of the staff. The core concepts of intellectual stimulation and personalized consideration and motivation contribute to individual growth towards actualization. Based on Maslow's hierarchy of needs, a self-actualized individual has fully realized their potential. Transformational leadership is a tool to motivate and inspire members to transcend their personal interests and full potential. The leaders are driven by self-less ambition and ideals

which in turn influence an organization, a group of people or a community (Permadi et al., 2018). The followers can commit to these ideas and align them with personal values and principles which in turn lead to goal achievement.

Improved Performance

The future success and sustainability of an organization lie in efficiency and effective performance. Transformative leadership allows the frontrunners and the followers to exceed their expectations in performance. For example, in the military, the leaders are in charge of training and other elements which are exhibited in the cadet's performance. The followers outperform their leader in almost all aspects (Permadi et al., 2018). Therefore, the need to perform beyond the spearhead's expectation leads to increased performance.

Organizational Development and Change

Each level of organizational management is involved in the transformation. At the team level, the members are encouraged to care and motivate each other. Also, the team spirit leads to stimulation and inspiration for new ideas. The upper level of management relies on transformational leadership in the creation of the right vision and mission for the institution. The application of the transformative elements influences the operations and the processes in the low levels of administration. The functionality and unity of the upper and lower level management bring about the cohesive effects which help the employees deal with new challenges. The transformational aspects are key in the re-organization of the firm's resources and goals. Also, transformational leadership is essential in the creation of strategic direction in the firm (Permadi et al., 2018). The setting of strategies relies on revolutionary and transformative leadership which is a source of direction for the institute. Transformational leadership is necessary for an

organizational need to meet and adapt to the inevitable changes within and outside the business environments.

Wide Application

The core concepts and transformational leadership are applicable to various settings in society and an organization. Due to its effectiveness, transformational concepts are applicable to military, industrial, and educational settings to enhance business practices. The core elements are applied to the workforce to help improve their capabilities. In an organization, the transformative effects are crucial to the company's adjustment to the new challenges and threats in the marketplace. For example, adjusting to competition and market entry threats is part of the transformation effect (Permadi, Musadieq, & Prasetya, 2018). Essentially, transformational leadership is the creation of a new enrolment through positive inspiration, encouragement, and motivation of the workforce or a group of people.

Problem Analysis

VUCA Analysis

The contemporary business environment is considered highly complex, uncertain, volatile, and ambiguous and these elements affect performance. The uncertainty is fuelled by global turbulence and instabilities and this calls for transformational leadership elements to promote overall performance. The 21st-century leaders face continuous changes in the internal and external environments and adjustment in the mode of operation is key to institutional performance. The global complexities are evident in the diverse, intense, and rapid business environment. The transformational leader challenges the existing models and structures in order to accommodate the new ones. The volatility, uncertainty, complexity, and ambiguity concepts, also known as the VUCA environment, call for an adjustment in leadership traits and qualities

(Tiefenbacher, 2019). For example, the rise of technology and the digitization of information is a real-world challenge to information flow within the firm. To compete at a global scale, establishments must adapt to the volatility that comes with technological innovations.

Transformative leadership focuses on individual and organizational preparedness in dealing with the VUCA environment.

The volatility in the global marketplace and within the organization contributes to instabilities. The incidence of uncertainty is brought about by the leader's lack of full knowledge and the complex changes in the interconnectedness of information. Ambiguity in the organization is due to the lack of precedence. Globalization has led to the revolution of the VUCA dynamics as it contributes to increased innovation, interconnectivity, and other new competitors which lead to turmoil and turbulence. The novel technologies are considered a cause for volatility in an organization's need to adjust the resources to meet the new demands. Also, technology and other innovations lead to radical explosions in consumer expectations (Sarkar, 2016). The new demands, radical needs, and revolutions in organizational resources affect the stability of the firm.

Moreover, the VUCA environment affects the leader's competency levels since the globalization processes come with high pressure, radical change, and conflicting perspectives. In the unknown environment, the leaders are blinded by the prevailing conditions. The VUCA environment is a tsunami that faces leaders within organizations. The frontrunners have to deal with pressures and constant disruption and the anticipation of these changes is key to building sustainable solutions. Due to the volatility and complexities of the contemporary business environment, most organizations operate under traditional leadership models and systems which

are inapplicable to the firm (Tiefenbacher, 2019). The transformational leader is responsible for new learning tools and techniques to eliminate conflicting views on leadership.

Moreover, organizations are faced with inertia which hinders the adaption of environmental change. Internal and external inflexibility within the establishment is a cause for failure. Failure to adapt to change is a costly venture since it affects social change. For example, a society's failure to adjust to new attitudes, values, and beliefs has costly implications on the system. Adjusting to existing inertia contributes more to the volatility, ambiguity, and complexities (Tiefenbacher, 2019). The transformational leader prevents the permissive behaviours brought about by inertia in the structures and frameworks.

Competition

Faced with stiff competition, organizations are forced to adjust their approaches in order to improve operational efficiency. The problem facing organizations or communities is the global competition and imperfect elements and associations in relation to the strategic variables. Most organizations are a flop and often unable to adjust to changes facing them and the business world. The inability to adjust to change leads to significant failure, losses, and other negative externalities. For example, technological advancements bring about new changes and demands within the organization. The introduction of technology into organizational processes calls for adjustment of processes, proper training on the use and application of technology by the workforce and other elements in change adoption (AlOwais, 2018). Despite the modifications, the organization has to adjust to external changes in order to maintain a competitive advantage and attain profitability in the long run.

Also, the globalization approach exposes the firm to stiff competition which is a result of the dynamic business environment. The dynamism of the business atmosphere is evident in the

increased and emerging consumer needs and market competitions which is facilitated by the adoption of e-commerce and other techniques that have transformed the customer experiences. This idea means that the marketing techniques affect the customer demands and interests given the rapid promotion methods and a platform for multiple choices in products. To attain the global market advantage there is a need to adjust the leadership style (AlOwais, 2018). The transformation of the global marketplaces requires a significant adjustment in leadership styles to meet the current demand in competition.

The stiff competition has led to the expansion of business needs and burdens leading to the adjustment in production arrangement and new attitudes in the market. The global competition introduces new dimensions in business, and thus, the existing set-ups are inadequate to counter the competition. Also, the existing set-ups in business are inapplicable in the current global environment. For example, the utilization of obsolete technology sets back an organization. The establishments operate under the need for innovative procedures and approach to attain a competitive advantage and operational efficiency. Transformative methodologies in leadership are key in the firm's bid to attain flexibility and unlimited benefits in the business environment (AlOwais, 2018). An understanding of global competition compels the leader and the organization to embrace knowledge-based, innovative behaviours in adjusting to the prevailing conditions.

Building synergy in organizational teams is a difficult task in the contemporary setting. The leaders struggle to establish trust in their followers. Trust is a subjective perception about an individual, often this discernment varies from person to person. Modern-day organizations have a diverse approach to personnel and the leader should understand each employee based on their actions and conduct. The followers have different perspectives and the leader is obligated

to empower and encourage them to take calculated risks and other moves that are beneficial to the organization. Often leaders are faced with insufficiencies in ethical breadth and commitment to their followers. In cases where the frontrunner is unable to influence the supporters, the organization suffers reputational damages and other forms of negative publicities. Ethically based leadership is an asset to the organization and followers who lean on the right principles to establish the right processes and behavioral tendencies. Upholding leadership ethics is a long-term solution to organizational morality, and it leads to operational efficiency and honest wealth-creation (Caldwell & Anderson, 2017). Therefore, the maintenance of ethics and other positive practices leads to the establishment of goodwill within the organization and the community.

Organizational Strategic Plan

The implementation of strategies is crucial to organizational success and operational efficiency. Possession of acute knowledge on the internal and external environment is essential in the generation of generic strategies for the firm. Most establishments are “lost in the middle” which means the leaders are torn between differentiation of products and processes. Acute knowledge on strategies places the leaders on a dilemma on the leadership costs and the differentiation on price, quality and other consumer needs. For instance, contemporary organizations are faced with hyper-competition which leads to business rivalries. The differentiation of products is a crucial strategy in a firm’s bid to adopt low-cost strategies for long term success and profitability. Therefore, strategic planning and implementation is a challenge for the leader and the organization in the bid to adjust to changes.

The application of strategies is a spearhead’s driving force. Leaders oversee creating and communicating the vision for the followers. The vision acts to create direction for the

organization by implementing growth strategies. The lack of vision leads to chaotic experiences for the leaders and the followers. The core competences determine the capability of the frontrunner and the supporters. Due to the dynamism of the global environment, the replacement of existing competencies leads to a firm's competitive advantage. The establishment's success is built on the creation of new advantages as part of organizational strategies.

The placement of organizations in the global market exposes them to a potential lack of human capital which is a crucial part of performance and success. To attract and retain quality personnel is part of the strategic planning of the firm. The acquisition of skills and competencies through training is an expensive venture for an organization. Also, the establishment of a rewards system is crucial to skill development and performance. The strategic leader employs internal and external measures to exploit employee potential and increase efficiency (LI, Zhan, & Lu, 2016). The exploitation of global opportunities may affect the firm's cost and quality differentiation efforts. Any form of strategic adjustment within the institution leads to a subsequent shift in organizational demand.

Organizational culture is a key determinant in the development and maintenance of strategies. A healthy culture promotes cover values, team actions, and other systems that improve the company's processes. The firm's control system helps in the management of financial and human capital. The employment of positive moral filters is a governing mechanism in the implementation of the right models. As part of strategic leadership, transformational leaders embrace flexibility within the workforce as well as innovativeness which promotes the firm competitive advantage in the market. Ethical considerations are part of organizational success. Ethics acts as a guideline for organizational practices as it compels its leaders and followers to

embrace honesty, integrity, and other core values that aid in decision making (LI et al., 2016). Effective strategies in organizational success are focused on long term success as well as the coordination between the leader and the followers.

Problems with Change Management

Organizational change is an inevitable process and the adjustment can be faced with significant resistance from the employees and stakeholders. The resistance to change is a leader's worst nightmare since the stakeholders and employees are the drivers of change. Resistance is evident through attitudinal tendencies and other negative forms of expressions towards transformation. The contemporary organization is faced with different scenarios where change is the solution. For example, the rise of new technologies calls for alteration which is essential to the organization's long-term success and competitive advantage. Also, the change in consumer tastes and preferences and the rise of new market opportunities call for an organizational adjustment to the prevailing conditions (Khan, Raza & George, 2017). The transformational leader focuses on eliminating resistance among the stakeholders and the employees.

Resistance to change is in the form of active, passive, and aggressive behaviors. The process of adjusting to change is influenced by the internal and external environment. The external setting poses the competition challenge in which the firm has to adjust and keep the pace in terms of performance. Sustainable success and performance superiority depend on the company's ability to adapt to change by aligning the internal resources and stakeholders to the external demands (Khan et al., 2017). Adopting is a way of maintaining relevancy in the industry.

Resistance to change is a threat to the organization as it brings about negative impacts. Change is meant to bring advancement in the organizational processes and any form of resistance

creates a negative outcome. According to the stakeholder theory, the leader is responsible for bringing together the employees and owners to a realization of the importance of change. The theory suggests the maintenance of a balance between the divergent needs of the stakeholders. For example, the change should consider the needs of the employees, the welfare of the firm and owners, as well as the societal needs. The leader provides solutions for the conflicting goals and interests for the common good of the organization (Khan et al., 2017). The involvement of the critical stakeholders in change management helps the employees and the firm to adjust to transformation by allocating the necessary resources for the alteration processes.

Lack of Intrinsic Motivation

Lack of intrinsic motivation and communication is a common problem in the realization of organizational goals and objectives and effecting change within the firm. Intrinsic motivation is the leader's ability to gain trust and support from their followers. As an issue facing the organization, there is a need to recognize the internal sources of motivation for the workforce. Active engagement of the workforce is a crucial step in the achievement of motivation. According to Khan et al. (2017), the majority of the workforce is not actively engaged, and this is attributed to the declining performance among organizations. Motivational factors among employees are a form of engagement that leads to positive outcomes in the firm (Khan et al., 2017). The positive impact of motivation is increased performance, high retention rates, productivity, and profitability.

Intrinsic motivation is an individual's ability to derive satisfaction based on their assimilation and learning processes. The leader's role in motivation enables the employees to engage and participate in institutional activities out of personal interest. Also, employee behaviour is influenced by intrinsic traits. The creation of a positive mood, increased learning,

and knowledge is a build on transformative influences on the workforce. The creation of a connection between the leader and the employee is a crucial step in the motivational debate. Self-fulfilment is an outcome in intrinsic motivation since the employee's performance is above expectations. Offering rewards is part of intrinsic motivation (Khan et al., 2017). Therefore, transformational leaders rely on intrinsic inspiration to promote altruistic values and attain functionality within the organization. As a driver to performance, intrinsic motivations lead to the creation of self-esteem and efficiency.

The transformative approach to leadership allows change enactment within the organization. The adoption of a reward system for the employees and the stakeholders helps in the acceptance and implementation of change. Highly motivated workers are likely to support change processes that are beneficial to the organization. The leader is in charge of intrinsic efforts such as the development of cohesive bonds with the workforce. Motivation and rewards are a way to acknowledge the employees' efforts and contributions to the organization's goals and objectives. Change processes can be complex, and the right source and form of motivation encourage and inspires workers to embrace the responsibility (Khan et al., 2017). The long-term success of a company lies in the ability to adapt to change and the proper motivation of employees which increases the rate of retention and loyalty for the organization.

The core focus of transformational leadership is the active motivation and encouragement of the workforce to embrace new changes. Maintaining the status quo is a threat to organizational development and sustainability. Adhering to the conventional ways and processes renders a company obsolete and irrelevant in the current business environment. For example, in the volatile, uncertain and complex environment, the maintenance of the status quo is a way to end the productivity of the firm (Tiefenbacher, 2019). The leaders are highly challenged by the

volatile and uncertain business environment. Faced with the challenge, the transformational leader stimulates growth through an ignited sense of team and inspiration of the employee's creativity bones. Through creative innovations, the firm can tap into new ideas and opportunities in the market (Sarkar, 2016). Thus, the TL is responsible for strengthening the common vision, shared goals, and the sense of purpose among the workforce.

Due to the anticipation of the volatile and uncertain global environment, leaders should overcome conventional methods and approaches. TL should be "next-generation" which means that they should be quick and good in problem solving and decision making (Tiefenbacher, 2019). Also, the leader should be flexible in the adaptation of change which is inevitable for the organization. The volatility and uncertainty of the business environment is a reality which should be addressed with an open mind (Sarkar, 2016). A closed mind approach to these changes prevents organizational growth. It is imperative for the leaders and the stakeholders to acknowledge the need for change and adjustment to curb the demands of the ever-evolving global environment.

The maintenance of the status quo is unfavourable for the long-term objectives of the firm. Through visionary and transformative leadership, the organization is compelled to adopt a vision for the future. External influence on the firm is unpredictable, and thus, the TL should be sensitive to these changes. Reliance on the right information, a highly motivated workforce, and supportive stakeholders is key in an organization's bid to transition to new methods and processes.

Transition and Challenges to Leadership

Leading change is a challenge to most leaders. The adoption of change involves transitional processes which can often be a herculean task for the leader and the organization.

The frontrunner is faced with resistance from the workforce and other operational teams within the organization. The period of transition is characterized by financial demands which can bring about delays in the implementation of change. Despite the financial and capital investment to transition, the TL deals with comprehension issues among the employees. The new changes come with new roles and responsibilities, processes, and other system upgrades. The new processes call for new capabilities that should be accompanied by the proper training and experience from the workforce (Jalagat, 2015). The comprehension issues call for operational, functional and behavioural updates that require high motivations and inspiration to embrace the changes. Essentially, the transition to the new change is a different experience of each organization based on leadership motivation and inspiration.

Moreover, to transition into the new change, the organization should adapt to a different mindset that will drive the change. The TL is responsible for the negotiation process in which the problems and issues arising out of the change are addressed appropriately. The period of transition involves the active testing of the relevancy of the new idea and strategy (Jalagat, 2015). Changing the follower's mind-set is a crucial step to acceptance. The ability to establish a sense of trust within the workforce helps the TL in the determination of the mindset and feelings about the change. For proper transition, the leader should relate to the followers as well as establish a connection between the firm's long-term goals and the need for change (Jalagat, 2015). Transition brings about a new work rhythm and routine for the leader and the workers. Also, there are new demands for the organization. The TL is in charge of regulating the new demands by the proper allocation of resources and time. The distribution of resources relies on the stakeholder's and market demands as well as other regulatory procedures facing the organization

Problems experienced during transition include the incompetence of the change agents who bring about disruptive effects to the organization. Institutional readiness in terms of resources and training is crucial to the overall management of change. The transition processes call for the right expertise to help in the management of the adjustment processes. For example, new leaders and managers will have little knowledge of the relevant techniques in the institution for change. In extreme cases, incompetent leaders will implement self-will which contravenes organizational interests and employee welfare (Jalagat, 2015). The failure to manage transformation and proper transition threaten organizational stability since it leads to miscommunication and potential losses due to employee turnover as well as reduced productivity.

The lack of support from management is a challenge facing leaders in the organization's transitions. Change is often a questionable phenomenon by the administration who attributes the new ideas to a waste of time, capital, and efforts. The negative perception of change by the management is attributed to the lack of information whereby the firm and stakeholders struggle to understand and comprehend the need for change. The lack of administrative support leaves a questionable doubt on the employees who are the drivers of change. It is important to acknowledge that adjustment is a necessity for the modern organization and its bid to survive in the competitive global climate (Jalagat, 2015). Therefore, the transition period is marked by considerable challenges that will hinder change implementation.

Making Permanent Changes

The implementation of change is a challenging process for the leaders who have to prevent negative perceptions and behaviour from the employees. The period of transition is marked by instabilities, confusion, the loss of direction and clarity and other actions that reduce

the performance and productivity. Amidst the confusion, the individual and organizational expectations are affected, and this is a cause for the negative behaviour. Negative conduct is in the form of high emotions such as anger and grief and this affects the employee adjustment to change. The failure to implement change leads to the loss of resources and a lack of sustainability (Jalagat, 2015). Therefore, the future success of the organization is dependent on the adaption of change and its permanent application.

Despite the leader's ability to strategize and plan for change, modification cannot be forced into the employees. Unsuccessful change is affected by the lack of trust from the followers. Often, employees and management do not share in the vision and the reason for changes. Also, the planning process can be a hard task which leads to the complete disorientation of the followers and the organization. Maintaining change is not an easy process as the leader is exposed to the challenge of convincing the workers and the administration on the need for change (Jalagat, 2015). The introduction of the modification and the plan brings about the strong trends and realities of resistance and the friction that comes with a new direction. The leader is left to manoeuvre ways to use his transformational approach to his advantage in change implementation.

It is important to acknowledge the contribution of emotional and interpersonal input in the process of change. The employee's ability to personally relate to the leader and the plan for alterations helps in mastering the processes and the idea of change. The challenge faced by the leader is the organization's assumptions and long-held traditions. Also, the inconsistencies between the management and the agent of change lead to confusion (Jalagat, 2015). The transformational leader is associated with the change of the general perception and image of

modification. The leaders deal with the stress, pressure, and uncertainty that comes with disruptive change.

Making change permanent is an interchange between words and actions. Announcing transformation is different from acceptance and the implementation of change. Often, leaders fail in their bid to address the need for change. The failure to involve the employees in the change processes leads to increased resistance. The active participation of the leaders and the followers leads to the first adoption of adjustment (Jalagat, 2015). In essence, the failure to present a compelling vision and concern for change is likely to lead to the efforts of implementing the transformation.

Being a transformational leader in the wave of change, the frontrunner is responsible for communicating the need for change. The leader identifies the strategy and ideas which are a perfect fit for the organization. Understanding the internal and external environment is crucial to the change processes since it ignites management and employee interests towards change. The leader assesses and measures the progress of the transformation which in turn leads to success in its implementation. Change is an inevitable process that allows the organization to remain competitive and relevant in contemporary times.

Competitive Advantage and Transformative Leadership

Competitive advantage is a firm's ability to reign over the opponents. The organization gains leverage and an advantage over the clients and competitors based on their value, products, advertising, high-quality products, and other elements. As a better entity, the organization utilizes leadership, differentiation and other elements to outperform its competitors.

Transformational leadership is a wealth creation tactic for the organization and often it involves capital and human investments. To attain an advantage over the competitors, one should invest in

proper training and the application of the right structures and systems to improve the employee's ability to contest with the rest of the world. Also, competitive advantage is based on the exploitation of the firm's potential, improvement of quality, and other forms of achievement. The contribution of transformative leadership in the maintenance of competitive advantage is explained by the ethical stewardship model. The theoretical model allows leaders and employees to treat stakeholders as, "owners and partners" which leads to the best outcomes. The application of ethical stewardship in the wealth creation for an organization relies on the commitment and long-term principles (Caldwell & Anderson, 2017). Inherently, a competitive advantage promotes the best interests of the employees, investors, and society.

Transformational leadership utilizes charisma, principle centeredness, servant, and covenantal leadership. Charismatic leadership is built on an individual's calling to achieve a noble mission and vision for the followers and the organization. Charisma is an innate trait that seeks to build noble goals for the society and the organization. The institution benefits from charismatic leaders through establishing a high moral purpose and values. Through charisma, a leader is able to inspire followers to pursue a higher purpose. The transformation demonstrates the need for personal sacrifice and priorities of the firm's goal to outperform others. As a form of attaining a competitive advantage, the transformational leader inspires the supporters to adopt morally based decisions and relationships within the organization. Establishments are compelled to set moral and ethical principles within the team (Caldwell & Anderson, 2017).

Level-five leadership is an element of transformational leadership as it involves personal humility and fierce resolve in the achievement of unattained organizational goals. The leader can recognize the cooperation and efforts of the organizational members. The ethical approach is outcome-based, and the leaders utilize teleological focus to motivate and encourage the

followers. The leader relies on fierce resolve and personal dedication to attain organizational success. The transformational leader to leave power with the followers instead of "having power over them" (Caldwell & Anderson, 2017, pp. 163). In essence, leadership is a critical element in employee empowerment and achievements which promotes efficiency and competitive advantage.

The organization and the leaders combine employee synergy and the sense of duty to motivate them to pursue organizational goals. The leader encourages the followers to pursue and honour their duties to the organization. To contribute to the change, the leader avails the employees with the right information and resources to pursue individual and organizational growth. Integrated into the transformational mix is the protection and enhancement of organizational, employee, and societal interests. A transformational leader seeks long term goals in the value creation for the firm, shared commitment and the maximization of benefits for all stakeholders (Caldwell & Anderson, 2017).

Principles are crucial in leadership and organizational operations. Principles prompt an individual to act based on personal values, obligation, and morality. The transformational leader role to inspire, motivate and encourage the employees is based on personal ideals to promote virtue among the employees. Principle-based centeredness in transformational leadership involves the strict adherence to universal principles values to achieve the final outcomes (Caldwell & Anderson, 2017). The principle is based on the leader's and employee's ability to commit to ideals and the right code for the achievement of competitive advantage.

Primarily, a frontrunner is obligated to lead and serve society or an organization. Servant leadership is an individual's ability to observe the welfare of others and this form of transcending personal interests. A servant and responsible leader commit to helping his followers achieve their

personal and organizational goals. The servant-leader builds employee loyalty, skills, and strengths and other attributes to promote performance (Caldwell & Anderson, 2017). Also, the organization's success relies on the creation of a stable culture.

Covenantal leadership reflects on a leader's traits such as setting a personal example, teaching, and empowerment of others. The covenantal leadership means the creation of new ideas and meanings within the organization. The modern-day organization leads to increased creativity and synergy by unleashing the potential of the followers. Covenants between employees are advocacy towards the organization and it enhances understanding between the society and the firm. As part of transformational leadership, the covenantal leader acts as the teacher and role model in the transformation of the culture and the creation of insights and opportunities within the organization. For example, commitment leads to the discovery of new innovations to constantly adjust to the changing world (Caldwell & Anderson, 2017).

Transformational Leadership and Change Management

Transformational leadership contributes to change and its management by influencing the culture, structures, and strategies. The TL eradicates the old thinking while replacing it with new ideas, processes, and other procedures. The frontrunner acts as a change catalyst that manipulates the organizational factors into improving the existing structures. The leader influences the employees through continuous knowledge cycles, and this leads to a positive perception of change. The organizational alteration stems up from collaborative efforts, the establishment of trust, and learning (Hoch, Bommer, & Dulebohn, 2017). Through collaboration, the leader influences the employee's perception of ideology and beliefs. This is part of idealized influences that are rooted in meaningful relationships within the organization. A TL is a perfect match for the survival and progress of the organization.

As part of the transformative process, the leader integrates the institutional opinions and objectives with the resources. The transformation processes call for the collaboration of different stakeholders such as the employees, management and external parties such as the consumers to attain the institutionalized goals and objectives. The approach leads to improved outcomes in terms of effectiveness and organizational efficiency. Each stakeholder has a different contribution to the change process (Hoch, Bommer, & Dulebohn, 2017). The leader oversees of motivation, the inspiration of the followers who in turn adapt to the changes in the bid to exploit individual and organization's full potential. The leader's ability to influence is built in their skills, traits, and idealized influences. As part of the change processes, the leaders instil ethics in the followers; the employees have a definite stand on priorities, standards, and values applicable in the change process.

Change management relies on the leader's ability to idealize and influence his factions. Being a role model is part and parcel of establishing an ethical culture that is standard for the management and the employees. Ethical standards are part of the formalized structures within an organization. Decentralized structures ensure optimal impact and collaboration of leaders and subordinates which is crucial in exerting change. Decentralization within the organization helps with the concept of idealized influence which improves collaboration and the interaction between leaders, managers and the employees (Hoch, Bommer, & Dulebohn, 2017). Essentially the transformation of relationships within the organization relies on idealized effects and the decentralization of structures that make leaders accessible to their subordinates.

The display of high levels of intellectual motivation is part of the leader's duties; the employees are inspired and encouraged to deal with challenges and other risks involved in the change process (Hoch, Bommer, & Dulebohn, 2017). The leader stands in a superior position

whereby he can analyse and evaluate the follower's ideas. To intellectually stimulate the employees, the leader has to recognize their abilities, weakness, experience, and other elements which are crucial to the change processes. As part of the stimulation, the leader develops an analytical bond for the exchange of ideas. Transformative leaders encourage the employees to brainstorm in new ideas which are then converted into realistic and achievable goals. Stimulation leads to increased creativity and innovation is crucial to the organization's long-term success.

Change management involves the integration of organizational goals and ideas from different stakeholders. The process of integration brings together institutionalized goals and the people skills and competencies to increase efficiency and performance. Promoting the employee's talents and strengths is part of realizing change. The implementation of change aims at the optimization of the benefits to the individual and the firm. The transformational leader makes the adjustment process easy by advocating for smooth transitions in culture and adoption to the work routines and shifts.

The management is responsible for creating a conducive environment for the employees. The internal environment should provide the right resources for the change processes. Also, employee motivation is part of the adjustment as the organization recognizes the worker's contribution to the company. Also, TL utilizes communication to effect change. As part of organizational change, TLs use the communication channels and exchange of information in the creation of viable partnerships and meaningful alliances which will aid in the change process. Effecting change is a herculean task that requires ultimate commitment from the leaders as the agents of transformation.

Transformative leaders promote positivity and a motivational climate during the change management, and this enhances performance. A motivational climate is a foundation for an

individual's creative and innovative behaviour. The leader influences employee outcomes by the active inspiration of the workers and fostering accountability within the establishment. Positivity within the organization leads to employee autonomy and this allows an individual to fully exploit their potential. A motivation climate and its incorporation in leadership contribute to the increase in an individual's intrinsic worth. Intrinsic value is based on the leader's ability to acknowledge and value the workforce contributions to the organization.

Communication is an important factor in the introduction of change in the organization. The transformative leader utilizes communication as a strategy to inform employees on the right tactics and methods to apply in the different processes. Communication is a tool utilized in the persuasion of employees in their pursuit of certain goals and objectives. Through communication, the followers develop an understanding of the organizational structures and change pattern which translates to increased productivity and efficiency (Susilo, 2018). Besides change, TL relies on communication to increase the levels of transparency and openness in the employee-leader relationship. As part of the organizational exchanges of information, the TL is able to receive and deliver feedback. The adoption of open communication establishes trust, and this enhances team activities. The element of communication is crucial in an organization's pursuit of cooperation between the employees and the leaders. The transformative leader is an effective communicator who encourages increased productivity. Smooth operations and cooperation between employees and managers rely on communication.

Moreover, communication is a tool for the creation of alliances and partnerships with internal and external stakeholders. The internal role of communication is the establishment of functional relationships and partnerships within the organization. It enhances information flows between managers and employees. Internal communications help the leader understand the

constraints facing the employees in the adoption of change. The communication of the systems and structures under which the organization functions are crucial to increasing operational efficiency. Forming partnership in change management is part of organizational inclusiveness in which the voice of the employees and the stakeholders are considered in decision making. Effective communication yields a balance in influence, mutual respect, and advancement of care within the organization.

Change management is a sensitive issue that relies on optimal input from the necessary stakeholders. Communication is a crucial tool in change management and the TL acts as a good communicator who facilitates meetings and interaction between stakeholders. Communication is two-way and this is information exchange. For example, the managers and frontrunners benefit from communication through employee feedback. The workers communicate on the need for resources in the implementation of change. The transformative leader introduces the need for evolution which is central to institutional progression and unlimited possibilities for the partners. Effective communication is an essential tool for the long-term goals of the organization. The employees and management rely on partners for future consideration as well as opportunities.

Also, communication promotes the formation of alliances. Alliances adopt collaborative efforts instead of exchanges. Collaboration involves the creation of new values within the organizational setting. Each partner is a valued member of the group as each brings a set of skills to the union. For example, the survival of the modern organization relies on its ability to adapt to the prevailing market conditions. The technology evolution has led many organizations to form mergers which promote the collaborative advantage of the firm. Alliances are formed based on business objectives and each partner is a corporate asset who seeks to create new ideas and sustainable performance.

Transformational Leadership and Motivation

Motivation is expressed in an individual desire to take action. As a psychological process, motivation relies on the overall interaction between the leader and the followers. The rate of incentive and nature affects the organization's attitudes, perception, and other emotive responses towards change. Motivation is illustrated through an employee's willingness to work. Through motivation, the leader rewards the employees based on their capabilities and performance. For example, rewards are in the form of proper remuneration and recompenses for exceptional performances. Paid leave, monetary compensation, and recognition are sources of motivation for the workforce. As a form of inspiration, the transformational leader learns the desires and demands of the employees (Sattar, Shahrukh, Virk, & Butt, 2019). The inclusivity in the organizational processes enhances the rate of motivation and the recognition of the employee's input to change. Motivation is the leader's ability to maintain and encourage positive behaviour within the company.

Extrinsic motivation is externally driven, and the individual derives encouragement from external sources. The employees are motivated by exterior sources as the provisions for rewards and punishment are part of the motivation. The extrinsic rewards have little or no influence on employee engagement. The transformational leader is minimally involved in the extrinsic rewards since the reward and punishment are part of the motivation. Transformational leaders do not rely on extrinsic rewards in the motivation, and thus, a weak correlation between the two aspects.

However, intrinsic motivation is an inward form of recognition which leads to self-fulfilment. The intrinsic feel lies with a personalized form of communication and recognition. This form of motivation is not necessarily in monetary form. Instead, it lies within the leader's

ability to appreciate and recognize the employee's unique contribution to the organization. The transformational frontrunner is ideal for the intrinsic form of motivation since his interactions with the employees are idealized and personalized. Adding a personal touch helps in individual development which leads to increased achievement (Sattar et al., 2019). The spearhead's support is the source of inspiration for the organization and the employees.

The leader is responsible for leading the employees in the organizational hierarchies. Everyone is guided by the Maslow hierarchy of needs. The highest achievement is self-actualization which is attained through an advanced self-drive and satisfaction from duties and responsibilities. Challenging issues are basic triggers in the attainment of self-actualization. Employees are motivated by challenges to reach their highest level of satisfaction which is upon the completion of the task. A non-satisfactory or difficult challenge demotivates the employees who fail in reaching the top-most level of gratification. The hierarchy of needs is attained through constant feedback, complimentary, and appreciation messages between the employee and the leader (Sattar et al., 2019). The intrinsic value is in the inward recognition and appreciation of the employee's ability, skills, and capabilities when faced with difficult challenges.

The leaders engage employees in different forms of motivation to increase productivity, performance and enhance change. The transformative frontrunner adopts the intrinsic and extrinsic forms of motivation to positively engage the followers into a commitment to organizational goals. The followers are part of the organizational resources since their commitment to their duties contributes to the overall success. The leadership role is to identify each stakeholder's duties and responsibilities. The connection between the leader as the agent of change pulls the organization together for collective tasks and duties (Hoch, Bommer, &

Dulebohn, 2017). The leader sets the right examples for the followers and this is a personalized form of inspiration. As a form of motivation, the leader projects the right attitudes and behaviour in which the followers adapt as standard. Transformational leadership is a form of inspiration that relies on the spearhead's aptitude to set a good example to the followers, who in turn change their attitude and behavioural projections to the expected standards within the organization.

The goal-setting theory explains the role of leadership in the regulation of behaviour within the establishment. The leader is expected to set the goals which are the follower's gauge in performance and productivity. Setting goals is a crucial step in organizational planning since the employees commit to the aims as well as mobilizing the right energy and resources for the performance. The goal is the motivator in the sense that that the leader and the organization develop strategies based on the goal-demands. Employee motivation and satisfaction is the pinnacle of success. Therefore, the transformational leader invests in difficult goals which are then handed down to the motivated followers.

Moreover, the utilization of the interpersonal relationship is a TL's weaponry in the encouragement of employees to exhibit their intrinsic work in organizational activities. Interpersonal relationships are key in the establishment of meaningful relationships, trust and other positive interactions between leaders and supporters. Relationships rely on communication to thrive and the transformational leader creates attractive visions and goals which are communicated to the followers. As part of the interpersonal relations, the vision is part of shared values and beliefs within the organization. Interpersonal relationships are built through social exchanges between the leader and the followers. Essentially, intrinsic motivation is geared towards a change in human behaviour, attitudes, and emotions in the attainment of goals and objectives.

Transformational influences lie in the leader's ability to promote creative and innovative behaviour among employees through positive psychological elasticity. Psychological elasticity is the ability to influence human behaviour and responses regarding organizational goals. The employees are encouraged to take risks; the psychological elasticity is the need to adjust from the point of fear to positive input. Also, the elasticity in feelings and responses is evident in persevering attitude in the performance of duties. As part of elasticity, motivation enables workers to attain autonomy in the performance of duties. Therefore, motivation is simply a leader's ability to convince the employees to swap their beliefs and attitudes which will lead to satisfactory performance.

To aid in transforming the organization and communication is an important concept that reduces ambiguity and redundancy within the firm. A redundant organization is unable to adapt to change. Effective communication is a strong suit of an establishment since it builds the structures. Improvement of workflow and increased productivity is an outcome of smooth flows of information. However, the lack of clarity and ambiguous elements reduce communication. The leader is responsible for bringing an equivocatory between employees who have different meanings and interpretations to change. Proper communication reduces the disagreements between members who have different opinions.

The transformational leader has a clear, open, and effective means and channels of communication which in turn promote trust. Communication promotes transparency within the organization, and this leads to an adjustment in employee attitudes. The workers feel valued and trusted with the organization's mission and goals. However, poor communication leads to resentment and tensions in the performance of duties. Also, the broken communication between

the leaders as agents of change contributes to uncertainty among the employees. Communication is a key contributor to a positive work environment.

Besides, communication is essential in building relationships between management, employees, and other stakeholders. In the bid to initiate change, leaders build professional and personal relationships, and this allows the followers to express their ideas. A conducive environment determines the employees' ability to embrace teamwork and other experiences within the organization. The failure to communicate leads to feelings of isolation and other negative effects for the organization and the workers. Also, ambiguity and confusion are a common phenomenon in an establishment without the proper controls in communication. Therefore, communication is a crucial tool in maintaining organizational cohesion, which stems from reduced misunderstanding and the costs involved in cases of broken communication.

Effective communication is a way of preparing the employees for change. The development of different job designs and criteria is part of the organization's bid to effect changes and collaboration that results in a productive outcome. For example, most organizations rely on departments and other divisions that are tasked with different projects. Collaboration between teams streamlines the processes and improves institutional efficiency and performance. Sustainable change relies on the worker's ability to accept and adjust to the systems. Effective communication is a way to prevent potential problems that arise from new changes. Communication is simply a two-way method of receiving and delivering feedback between the leader and the employees.

Stakeholder communication is crucial to organizational success since each party can understand their responsibilities, performance, and expectations (Hoch, Bommer, Dulebohn, 2017). Transformative leadership and principles help in the creation of the right relationships to

serve the different stakeholders. The leader contributes to meaning, value, and synergy in the change process. Each stakeholder has a different stake within the company. For instance, the management and shareholders benefit for long term profitability, wealth creation, and other forms of success. Communication limits self-serving behaviours within the organization.

External and internal stakeholders rely on sustainable practices to optimize their experiences and contribution to the organization. The leader is responsible for the recognition of stakeholder interests.

Characteristics of Transformational Intelligence

Emotional intelligence (EI) is an asset to leadership and organizational stability. EI involves the monitoring of an individual's feelings and emotions and other forms of control so as to guide in thought and actions. In some extreme cases, EI involves the discrimination of people within the organization so as to prevent the negative implications on organization direction. In leadership, EI enables a leader to express and evaluate emotion. Also, EI is key in the regulation of emotions between the spearhead and the supporters. Besides, emotions are determinants in decision making. Therefore, EI is a leader's ability and capacity to recognize their feelings and those of the followers in order to motivate, inspire, and manage emotions in their relationships (Biswas & Rahman, 2017). As a condition for leadership, EI is a combination of non-cognitive abilities that determine the nature of influence within the organization.

According to Biswas & Rahman (2017), understanding emotions is part of a leader's tasks. EI is applied in leadership to enhance self-awareness which leads to the identification of devotee's strengths, weaknesses, and other influences on performance. EI scores lead to the detection of emotions in a demanding situation. For example, organizational change is a critical moment in the firm and the recognition of emotions, likes, and dislikes and their effect on the

company is significant. Self-awareness concept helps in the mastery of an individual's destiny (Biswas & Rahman, 2017).

Self-regulation is an individual's aptitude to control their emotions. The element of the regulation is crucial to the adjustment of emotions. For example, a leader can never be too angry or nervous in their position. It is important to evaluate people's emotional responses in decision making. Self-controlled persons are able to deal with uncertainty and other limitations within the organization. Self-regulation is the individual's ability to manage emotions and impulses in cases of any changes (Biswas & Rahman, 2017). Essentially emotional regulation is a positive element of EI as it leads to the maintenance of quality and professionalisms in the organization.

Motivation is inclusive in an individual's EI as it gauges the motives, hope, optimism, and efficacy in performance. Highly motivated individuals have a high score in EI and often they have the capability to accept challenges and maintain productivity. Despite the obstacles facing an organization, the leader and the follower should operate from a point of hope in order to attain the goals and objectives. Empathy is an important element in a leader as it enhances understanding, service orientation, and other elements. The leader is in a position to leverage diversity and political awareness which are external influencers to organizational change. An emphatic leader can recognize the emotions and needs of others or followers. Also, empathic responses enable leaders to respond and appreciate the view of others. To function, an organization relies on effective communication and appreciation between the leader and the followers (Biswas & Rahman, 2017). Therefore, there is a need to control emotions in institutional decision-making processes since the overall stability and success relies on the proper relationships and balanced emotions.

Moreover, understanding social skills is a necessity in leadership. The leader should be able to analyze and understand relationships. Human associations are characterized by conflicts and disputes and the frontrunner should be able to promote considerate behavior and cooperation within the organization. The application of social skills in transformational leadership ensures peaceful co-existence within the organization (Biswas & Rahman, 2017). Social skills are a people-element that contributes to the organization's commitment to change.

The application of EI in transformational leadership lies in the ability model which focuses mainly on the leader's aptitudes. The ability model suggests that the leader should process emotions and other responses and appropriately apply it within a social environment. Besides, the trait model in EI explains the role of behavioural dispositions and an individual's perceived abilities to gauge human responses. The mental aptitude model helps the leader interpret emotional knowledge and apply it in expressive situations. Therefore, transformational leaders utilize EI in the recognition of the member motives and this enables the frontrunner to provide the right tools and support for the followers' successful interaction.

Transformational leadership relies on the high emotional intelligence to identify the needs and desires of the followers. The implementation of change brings about uncertainties and balancing the followers' emotions is key to success. According to Gilber & Munroe (2012), emotional intelligence adopts an empathetic approach to change implementation. The traits allow the leader to address insecurity, sensitiveness, and other issues facing employees during change. As agents of change, the transformational leaders encourage risk-taking and other behaviours which lead to the investment of organizational resources towards change (Gilber & Munroe, 2012).

Application of EI in leadership is an asset to organizational success as it contributes to satisfaction and commitment from the employees. According to Biswas and Rahman (2017), transformational leadership impacts the follower's motivation as well as the commitment to quality and other organizational goals. Instead of suppressing the follower's will, transformative leaders promote goodwill and other behavioural related forms of influence. Trustworthiness is essential in the promotion of a new culture and norms for the organization. Empowerment of organizational norms leads to the development of organizational citizenship behaviour (OCB) which is aimed at constructive efforts by the followers and achievement-orientees in goals attainment. Norms and culture are part of shared values and assumptions which in turn promote collaborative behaviours instead of competition.

Moreover, emotional intelligence enables the leader to strategize and plan for the resources and financial incentives for worker empowerment. Promoting creative ideas among employees is part of the transformational approach to empowerment and support. Proactiveness and versatility are important traits in tackling challenges within the organization. Also, the leader is in –charge of assessing risks undertaken by the employees and the organization in the adoption of change.

As part of embracing risk-taking, the transformational leader provides financial incentives for organizational creativity. The frontrunner creates directions for the followers while promoting their autonomy and freedom of behaviour and choice. To achieve the goals, the transformational leader has to utilize the qualities such as vision and charisma to intellectually stimulate their followers and idealize their values (Biswas & Rahman, 2017). In the contemporary organization where competitiveness is the order, there is a need to apply emotional intelligence to introduce innovative ways and means to the organization.

Organizational change requires emotional management which is a leader's way of evoking confidence in the followers. Developing a sense of purpose and meaning in institutional expectations is an investment to the followers. Emotional management is the construction of new narratives based on perceptions and actions. The leader channels and encourages his factions to provide better solutions through the management of his feelings. Also, by controlling the emotions and frustrations of the employees, the leader is able to understand and manage their reactions.

Organizational change processes and management require creative solutions. As part of the firm's adjustment to change, leaders should be ready to undertake transformation, manage the positive and negative consequences of change as well as promote proactive behaviours. EI is a significant concept in the management of emotions since the leader and the employee adopt alternative solutions through resourceful means. Setting smart goals and communication of the vision is part of the leader's duties in ensuring commitment from the followers. Idealized influence is part of the leader-follower interaction as it established respect, trust, and confidence between the parties (Issah, 2018). The accomplishment of organizational goals through an idealized effect is based on the leader's ability to communicate the vision and the mission of the firm.

Emotional intelligence is expounded by the management theory that asserts the effectiveness of a leader lies in the ability to employ technical, conceptual, and human skills in their assessment of their followers or other people's perceptions. The spearhead is able to ascertain the feelings of the superiors, equals, and subordinates and their behaviours. Leaders are entitled to tough decisions and the ego is a stimulus to the leader's conduct (Issah, 2018). A frontrunner should be willing to listen, take risks, and invest in subordinates' ideas.

It is important to acknowledge that the functionality of an organization relies on emotions. Negative and positive feelings bring about different influences within the organization and on the goal. For example, negative emotions and tension within the organization affect relationships, teamwork, and the overall performance of an individual. An organization faced with cultural insensitivity leads to tensions and limited interactions between employees, which adversely affects performance (Issah, 2018). On the other hand, positive emotions such as motivation, cohesion, and other elements bring about positive outcomes in organizational performance, profitability, and long-term success.

Reliance on social and emotional competencies within the organization is of heightened importance given the rise in global competition and the innovativeness of most organizations. The turbulent nature of the business environment calls for a superior approach to emotions which is, in essence, built within the bounds of human psychology. Transformational leadership and emotional intelligence are emotion-filled approaches towards the achievement of goals as a leader (Issah, 2018). An emotionally intelligent leader is the advocate for people's abilities and goals, and this is incorporated in the firm for ultimate success.

Primarily EI is focused on the accurate perception of emotion, facilitation of thought, understanding, and management of emotions. The concept utilizes intellectual and emotional elements to regulate the individual and the workplace environment. The workplace setting requires significant regulation from negative practices such as bullying and victimization of others. Transformative leaders engage employees in proper practices and appropriate initiatives to prevent such behaviours.

Given the rise of pressure in organizations, sustainability and survival rely on the leader's ability to adopt proper initiative in the management of people and emotion. The 21st-century

organization is faced with multiple challenges in the change management and the different traits in EI to lead change. The process of change is attributed to multiple reactions arising from the changing status quo. The emotionally intelligent leader survives through change processes by managing emotional responses towards adjustment. For example, influencing negative emotions through positive inspiration and communication helps the leader connect with the subordinate. The leader helps the employees overcome the discomfort and tension that comes with organizational change processes.

Moreover, change management is pensive for the leader, employee, and administration and this leads to anxiety, fear, and other feelings arising from uncertainty. Change is disruptive and managing emotions brings the perfect balance in the organization. Also, the firm benefits from reduced resistance from the employees. Therefore, the transformation leader is key to the creation of the right environment for the right transition.

Conclusion

Transformational leadership is an important philosophy in contemporary society. The leadership style allows an individual to actively participate and understand the emotions, values, ethical standards, as well as the long-term goals for an organization. Unlike other forms of leadership, transformational leaders seek meaningful connections with the followers which explains their success in the long-term success of the organization. The frontrunner is the source of motivation, inspiration, and other positive engagements. The leadership model is focused on the growth of the spearhead and the follower and this makes the transformative approach a participatory form of headship.

The modern organization relies on relationships and connections between the leader and the followers. The former cultivates trust among employees, and this is the right environment for performance. Organizational interactions are based on trust and commitment to the goals and objectives. Also, the leader is a crucial element in the organizational change process since they understand the uncertainty and volatility that comes with external influences. The frontrunner maintains sanity and stability among the employees amidst the change. Besides, the leader offers inspiration and empowerment that enables the followers to adapt to difficult situations during the adjustment.

As an accommodative style, transformative leadership allows the dynamism of industry and business environment. The style is applicable to the modern organization since it engages the leader, the management and other stakeholders in the different processes of change. For example, the formulation and implementation of change require proper communication and resources for the ultimate success of the organization. The leader communicates the vision, the need for change, the strategy, and other necessities in modification processes. Also, the spearhead is

responsible for encouraging the followers into accepting and appreciating the goals of the company.

Motivation is a key element in transformational leadership, and it arises from team activities, proper communication, and other elements. Motivation is a key determinant in the employee's ability to adhere to their duties and responsibilities. Motivation influences an individual's ability to identify with the organization. The transformative leader is a motivator which in turn improves productivity within the organization. The organization relies on teamwork to develop the right synergies and cooperation between employees. This form of motivation leads to cohesion and the adoption of collective responsibilities in organizational performance. Therefore, motivation is a key contributor to institutional performance and success as well as sustainability.

Intrinsic motivation is applicable to transformational leadership as it influences the employees' innate feelings and arouses their focus for success. A motivated individual is likely to make the right choices for the organization. Faced with contemporary challenges, most organizations rely on intrinsic motivation to help the employee identify with the company. The workers' feelings and traits are integrated into the culture and structures in order to optimize performance and productivity.

Transformational leadership provides positive influences on their followers through idealized influences. The leader communicates the vision and the mission to the followers. Communication is essential in organizational interactions since it is built on respect and trust between the stakeholders. The leader establishes the confidence of the followers through encouragement and inspiration. The spearhead also cultivates the right values and beliefs among the supporters. The transformational frontrunner leads by example and therefore, the followers

are able to emulate and practice the values. The overall success of transformational influence is the proper accomplishment of goals.

Moreover, the transformational leader engages in individualized consideration for the followers. The individualization of experiences and interactions leads to the identification of an individual's core values, strengths, and weaknesses. This helps the leader in the allocation of duties and responsibilities. Also, the individualized approach focuses on the evaluation and diagnosis of personal needs and desires. Understanding individual requirements is crucial in the provision of feedback, advice, and encouragement. The leader utilizes this learned knowledge to promote a person's best interest which in turn enhances performance. Individualized influence is key to the prevention of systematic restrictions on a person's performance. Also, individualized influence is a form of empowerment that leads to the optimization of potential.

Organizational progress depends on a leader's ability to intellectually stimulate followers to creativity and innovation. Based on the competitive nature of the business setting, the transformational leader supports the employee's creative abilities by providing the right environment and resources to exploit their potential. The leader encourages the followers to develop a new look into organizational problems. The followers are cheered to provide creative solutions to organizational problems. Also, the leader inspires open-mindedness in dealing with new innovation and changes which might be beneficial to the organization. Besides problem solving and creative solutions, the transformative approach to leadership promotes mentorship, shared goals, and visions for the organization.

Emotional intelligence is a leader's ability to understand, analyse, and manage emotions. This form of control ensures the maintenance of proper controls in the organization since each change is likely to elicit different emotional responses. The process of change is considered

disruptive and it is likely to bring about negative responses within the workforce. The leader's ability to understand and manage feelings helps in energizing the employees, motivation, and other forms of inspiration which are crucial to performance. Understanding emotions help in the recognition of motives, and thus, the leader can provide the right direction and resources.

Transformative leaders adopt EI characteristics to accurately perceive individual and group emotions, attitudes, and interests. EI ensures the proper understanding of member needs and the creation of goals. Organizational interactions and relationships are based on proper social skills. For example, the demonstration of empathy within the organization is crucial in the determination of relationships. Engaging in emotions is likely to influence an individual's decision. A leader with a high score for EI is likely to manage teams through a combination of traits such as self-awareness, emotional regulation, and emphatic expressions. In essence, emotionally intelligent frontrunners utilize their knowledge on emotions to socially and psychologically control and influence their followers which in turn builds and maintains meaningful relationships between the leader and the follower.

Emotional intelligence is an important concept in organizational functioning. EI is a key determinant in the formation of collations within the organization. It also leads to the development of key traits such as trust, integrity, and flexibility. The long-term success of an establishment depends on the leader's and the employee's ability to manage disruptive emotions and impulses, especially during change.

Transformative leaders are a source of inspiration, encouragement, and motivation for the organization or the community. Through motivation and open communication, the leader is able to encourage innovative tendencies which in turn shape the future of the organization. The frontrunner is responsible for inspiring action among the followers through active listening and

setting examples. The future performance and success of an organization are dependent on the leadership style and its application to mobilize the right personnel and resources towards change.

Therefore, the transformational leader is crucial to the organization since he/she propagates the ideas that the individual and the firm share a common future, goals, and visions which is in fact a source of trust and confidence. Familiarization with the employees is part of building strength within the organization. Transformative leadership is basically being a role model that focuses on team building, adhering to shared goals and objectives, and motivation. The leadership model is applicable to all areas of industry and its tenets are relevant to the 21st-century organization and communities.

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